



北京2008年奥运会总结报告·第三卷

走向成功

北京奥运会组织运行工作报告

Preparation for the Games:
New Beijing Great Olympics

Official Report of the Beijing 2008 Olympic Games · Volume III



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Preparation for the Games:
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Official Report of the Beijing 2008 Olympic Games • Volume III

第29届奥林匹克运动会组织委员会
Beijing Organising Committee for the Games of the XXIX Olympiad





好

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We

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世界人民大团结万岁

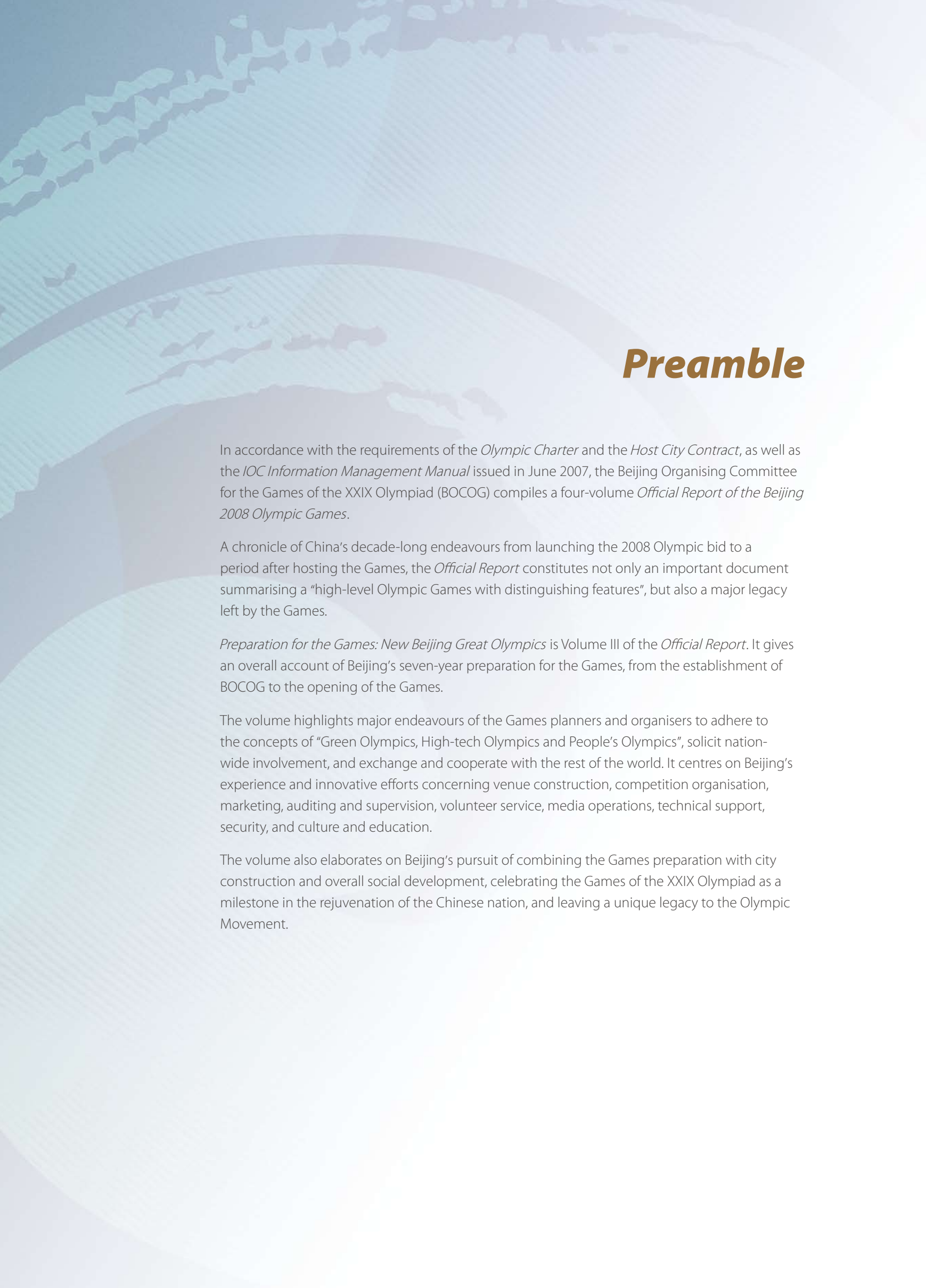












Preamble

In accordance with the requirements of the *Olympic Charter* and the *Host City Contract*, as well as the *IOC Information Management Manual* issued in June 2007, the Beijing Organising Committee for the Games of the XXIX Olympiad (BOCOG) compiles a four-volume *Official Report of the Beijing 2008 Olympic Games*.

A chronicle of China's decade-long endeavours from launching the 2008 Olympic bid to a period after hosting the Games, the *Official Report* constitutes not only an important document summarising a "high-level Olympic Games with distinguishing features", but also a major legacy left by the Games.

Preparation for the Games: New Beijing Great Olympics is Volume III of the *Official Report*. It gives an overall account of Beijing's seven-year preparation for the Games, from the establishment of BOCOG to the opening of the Games.

The volume highlights major endeavours of the Games planners and organisers to adhere to the concepts of "Green Olympics, High-tech Olympics and People's Olympics", solicit nationwide involvement, and exchange and cooperate with the rest of the world. It centres on Beijing's experience and innovative efforts concerning venue construction, competition organisation, marketing, auditing and supervision, volunteer service, media operations, technical support, security, and culture and education.

The volume also elaborates on Beijing's pursuit of combining the Games preparation with city construction and overall social development, celebrating the Games of the XXIX Olympiad as a milestone in the rejuvenation of the Chinese nation, and leaving a unique legacy to the Olympic Movement.



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Chapter 1 **BOCOG**

After China won the Olympic bid, the Beijing Organising Committee for the Games of the XXIX Olympiad (BOCOG) was established. In collaboration with concerned government departments and other relevant sectors, BOCOG set the goals and concepts for the Games in Beijing, pooled human resources, undertook solid operations and conducted effective coordination, all of which were vital for preparing for and hosting “a high-level Olympic Games with distinguishing features”.

第29届奥林匹克运动会组织委员会成立大会

Inaugural Ceremony of Beijing Organizing Committee for the Games of the XXIX Olympiad
Cérémonie Inaugurale du Comité d'Organisation pour les Jeux de la XXIXe Olympiade à Beijing

2001.12.13



1

1. BOCOG Inaugural Ceremony

2

2. Executive Board, BOCOG's decision-making body

1.1 Organisational Structure



On July 13, 2001, the Games of the XXIX Olympiad and the XIII Paralympic Games were awarded to Beijing. The Chinese government made a solemn commitment that stated, "We are confident of staging a high-level Olympic and Paralympic Games with distinguishing features".

Five months later, on December 13, 2001, the Beijing Organising Committee for the Games of the XXIX Olympiad (BOCOG) was established. During the preparation for the Games, it undertook the following tasks:

- Arranging the overall work schedule
- Settling major issues
- Making decisions on BOCOG staff appointments
- Contacting the International Olympic Committee (IOC)
- Informing the Chinese Central Government of Games preparation progress

1.1.1 Executive Board

BOCOG's decision-making body was its Executive Board, which was composed of president, vice-presidents, executive president, executive vice-presidents,

and executive members.

Board members were mostly senior officials from the Beijing Municipal Government, the General Administration of Sport of China and relevant departments of the Chinese Central Government. Other members included Olympic scholars, experts from fields of education, culture, and science and technology, prominent entrepreneurs and public figures.

1.1.2 BOCOG Departments

Upon establishment, BOCOG had only 13 departments. New departments were gradually added for the ongoing Games preparation, and by January 2008, 28 departments had been put in place.

General Office

- Liaison and coordination between BOCOG and the government authorities
- BOCOG's internal administration
- Supervision of city operations for the Games

Project Management

- Compilation of and

adjustments to the overall plans for the Games

- Assistance in BOCOG's decision making and risk control

International Relations

- Liaison and coordination with the IOC, the National Olympic Committees (NOCs) and Olympic Family members

Sport

- Organisation of all sports competitions

Media & Communications

- News release, media reception and Games publicity
- Maintenance of BOCOG's official website
- Implementation of Olympic education programmes

Construction & Environment

- Supervision of planning and constructing Olympic venues and facilities
- Coordination of environmental initiatives for the Games

Marketing

- Fund-raising
- BOCOG's marketing plans, including sponsorship, licensing and ticketing
- The IOC's marketing plans within the jurisdiction of the Chinese Olympic Committee (COC)

Technology

- Technical support regarding competition records, information, telecommunications and other Games-related technical operations

Legal Affairs

- BOCOG's contracts and other legal issues
- Olympic intellectual property rights protection

Games Services

- Overall arrangements of accommodation, catering, accreditation, medical care and other services for Games participants, Olympic

Family members and Games spectators

Audit & Supervision

- Supervision and auditing of BOCOG's use of funds and materials
- Supervision of BOCOG staff's personal conduct in fulfilling their jobs

Human Resources

- Staffing of BOCOG departments
- Recruitment, training and administration of staff and volunteers

Finance

- Budget programmes for the Games
- Financial management and risk control
- Supervision of logistics and procurement

Culture & Ceremonies

- Planning and organisation of Olympic ceremonies and cultural initiatives, including the Torch Relay, the Olympic Youth Camp and mass cultural events
- Planning and implementation of the Games image and identity projects

Security

- Security operations and maintenance of public order during the Games

Media Operations

- Planning and operation of the Main Press Centre (MPC), International Broadcast Centre (IBC) and venue media centres
- Facility and equipment support as well as related service for media operations

Venue Management

- Implementation and coordination of venueisation
- Games-time venue operations, functioning as part of the Main Operation Centre (MOC)
- Coordination with other BOCOG departments for transition from the Olympic Games to the Paralympic Games

Logistics

- Procurement, storage, distribution, management and post-Games collection of materials

Paralympic Games

- Planning for the Paralympic Games in 2008
- Liaison and communication with the International Paralympic Committee (IPC), International Paralympic Sports Federations (IPSFs), International Organisations of Sports for the Disabled (IOSDs) and the organisations for people with a disability in China
- Organising Paralympics-related staff and volunteer training programmes
- Promotion of the Paralympic Games

Transportation

- Transportation services for Olympic Family members
- Supervision of Games-time traffic management in Beijing

Volunteer Department

- Volunteer recruitment, training and management
- Volunteer operations in the Good Luck Beijing Test Events and the Beijing Olympic and Paralympic Games
- Volunteer logistics support

Opening & Closing Ceremonies

- Organisation of the Ceremonies work team
- Assistance in creative design, production and rehearsal for the ceremonies

Olympic Village

- Olympic Village planning
- Formulation of service standards and operation procedures
- Games-time Olympic Village operations
- Supervision of Olympic Village operations in the Co-host Cities

Beijing Olympic Torch Relay Centre

- Liaison with the cities the torch would visit
- Torch Relay routes and torchbearer recruitment, Torch Relay ceremonies, publicity and media coverage, Torch Relay image projects,

marketing and intellectual property rights protection, security and logistics support

Beijing Olympic Accreditation Centre

- Accreditation of Olympic Family members, Paralympic Family members and Games staff

Beijing Olympic Ticketing Centre

- Design, manufacturing, sales and delivery of tickets for the Games

Beijing Olympic Arrival & Departure Centre

- Entry & exit policies and emergency operation plan
- Coordination with concerned departments to facilitate arrival & departure operations for the Good Luck Beijing Test Events and the Olympic and Paralympic Games in 2008
- Guidance for arrival & departure operations in the Co-host Cities

Beijing Olympic Media Centre

- “One-stop service” for Chinese and international journalists covering the Beijing Olympic Games
- Processing of applications from international journalists planning to make temporary trips to Beijing to cover the preparation for and hosting of the Beijing Olympic Games
- Organisation of press conferences and briefings to release information about the preparation for and hosting of the Beijing Olympic Games

1.1.3 Branches

The equestrian and sailing events of the Beijing Olympic Games would be hosted respectively in the cities of Hong Kong and Qingdao. The football preliminaries would be held in Beijing and the Co-host Cities. Several BOCOG branches were established to facilitate the operations of these events.

Qingdao Sailing Committee for the Games of the XXIX Olympiad

The Sailing Committee in Qingdao was in charge of hosting the Olympic sailing events. It worked under the leadership of BOCOG and the Qingdao Municipal Government. The Aquatic Sports Management Centre

of the General Administration of Sport of China would provide guidance for its actual operations.

Hong Kong Equestrian Committee for the Games of the XXIX Olympiad

The Equestrian Committee in Hong Kong was established on October 5, 2005 to assist in hosting the Beijing Olympic equestrian events. The Chief Executive of Hong Kong Special Administrative Region became the sponsor. Local government officials, the president of the Hong Kong Olympic Committee, the executive vice-president of BOCOG and the president of the Hong Kong Equestrian Committee served as president, executive vice-presidents and vice-presidents on the Equestrian Committee for the Games.

Football Competition Offices

As the football preliminaries of the Beijing Olympic Games would be held in Beijing and the Co-host Cities of Tianjin, Shanghai, Shenyang and Qinhuangdao, the governments of the Co-host Cities each established a football competition office in line with the agreement made with BOCOG. These offices operated under both

BOCOG and the governments of the Co-host Cities.

Affiliates

Two major affiliates were involved in the Beijing Olympic Games operations.

The Beijing Olympic Broadcasting Co., Ltd (BOB), established on September 6, 2004, was a Sino-foreign joint venture funded by BOCOG and the Olympic Broadcasting Services. As the Olympic Broadcasting Organisation for the Beijing 2008 Olympic and Paralympic Games, BOB would provide international television and radio signals for broadcasters across the world. It would also undertake preparations and operations of the IBC, supply necessary broadcast facilities in other venues and provide related service for Rights Holding Broadcasters (RHBs).

The Beijing Olympic Opening & Closing Ceremonies Operation Centre was established in December 2006. The Centre, under the BOCOG Opening & Closing Ceremonies Department, executed the Opening and Closing Ceremonies of the Beijing Olympic and Paralympic Games.



Organisational Structure of the Beijing Organising Committee for the Games of the XXIX Olympiad (January 2008)





北京奥运大厦



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BEIJING ORGANIZING COMMITTEE FOR THE GAMES OF THE XXIX OLYMPIAD





1.2 Goals and Plans



In 1999, when bidding for the Games of the XXIX Olympiad, Beijing committed itself to “hosting the best ever Olympics and leaving a special and rich legacy to China and world sport”.

At its second plenary session on January 14, 2005, BOCOG officially adopted the goal of “hosting a high-level Olympic Games with distinguishing features”.

1.2.1 Guiding Concepts

As an Olympic Games with distinguishing features, Beijing 2008 would give full expression to the Olympic ideals and Olympic spirit through promoting the idea of harmonious development of body and mind. It would display time-honoured Chinese cultural traditions and the people’s spirit of self-reliance and enterprise as well as offer an opportunity for the world to experience the country’s vigour and vitality and its citizens’ common aspiration for peace and prosperity. The 1.3 billion Chinese people would be encouraged to participate in the hosting of the Games and make their own contributions.

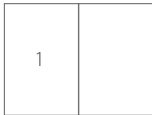
“High level” was interpreted in eight aspects:

- High-level sports venues, facilities and competition organisation
- High-level Opening Ceremony and cultural events
- High-level media service
- High-level security work
- High-level volunteer service
- High-level transportation and logistics
- High-level civility and friendliness
- High-level athletic performance

To achieve its goal, BOCOG conducted operations in line with the three concepts formulated in bidding for the Games, “Green Olympics, High-tech Olympics and People’s Olympics”.

“Green Olympics” would be manifested in stringent ecological standards and sound guarantee for preparing for and hosting the Games, as well as in the Chinese public’s enhanced environmental awareness.

“High-tech Olympics” would be realised through adopting high-tech achievements in staging the Games, which would showcase



1. Beijing Olympic Tower, BOCOG’s headquarters

the city's improved innovative capacity and the solid progress on its way to modernisation.

"People's Olympics" would be demonstrated in the mass public participation in welcoming the Games in Beijing. The city would make every effort to provide quality services in line with "people-oriented" and "athlete-centred" concepts.

1.2.2 Crucial Success Factors

Drawing on the experience from previous Olympic Games and taking into consideration China's national conditions, BOCOG identified certain crucial success factors for the Games.

Support of the Government

Backed by the Chinese Central Government, a number of coordination groups were formed to take charge of Games-related tasks such as media and communications, security, international relations, Beijing Capital International Airport operations and the Torch Relay. These coordination groups would help guarantee smooth Games preparation.

Contribution of the Public

Many Games-related issues, such as volunteer operations and solicitation of the emblem, theme slogan, mascots and songs for the Beijing Olympic Games, involved public participation.

The solicitation of the theme slogan, for example, drew 210,000 entries, and more than one million people applied to become Games-time volunteers and city volunteers, though, according to the plan, only 100,000 and 400,000 were needed respectively. All of these contributions demonstrated Chinese people's passion for the Games.

Enthusiasm of the Business Community

The business community played an important role, as many venues were built by enterprises selected through bidding, who were then given a 30-year operation franchise. This greatly aroused the enthusiasm of enterprises. Close cooperation between the government and the business community saw their complementary strength brought into full play.

Preparation for and hosting of the Olympic



BOCOG's second plenary session, at which the goal of "hosting a high-level Olympic Games with distinguishing features" was adopted



Adhering to the concepts of "Green Olympics, High-tech Olympics and People's Olympics"

Games accelerated Beijing's economic and social development. The city's infrastructure construction was stepped up, and its industrial readjustment was promoted as a result of the development of Games-related industries. Through hosting the Games, Beijing was transformed into an energy-efficient, environmentally-friendly city.

1.2.3 Planning for the Games

BOCOG worked with the Beijing Municipal Government on the *Beijing Olympic Action Plan*.

On March 28, 2002, draft of the *Beijing Olympic Action Plan* was released for public review. In the two months afterwards, more than 3,000 proposals from home and abroad were received.

On July 13, 2002, one year after Beijing won the Games bid, the revised version was made public, consisting of guidelines, primary focuses and strategic support for preparing for and hosting the Games.

Guidelines

The *Beijing Olympic Action Plan* would be carried out



Members of the Coordination Commission for the Games of the XXIX Olympiad review awarded designs of the Olympic Green



in three phases:

- Initial preparation from December 2001 to June 2003
- Construction and implementation from July 2003 to June 2006
- Operation and adjustment from July 2006 to the opening of the Games

Primary Focuses

Three primary focuses would be laid down in preparing for the Games:

- Venues and facilities for the Olympic Games
- Ecological environment and city infrastructure
- Social development

Strategic Support

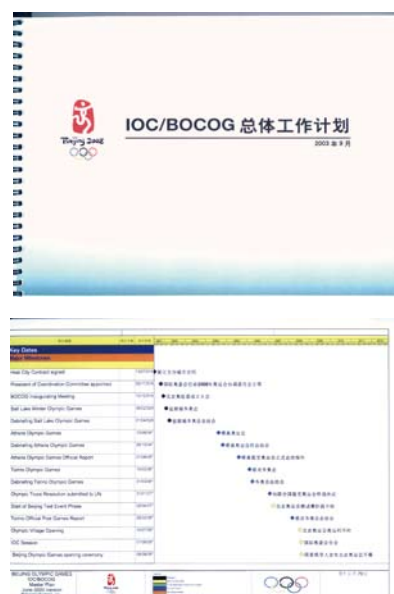
To echo the *Tenth Five-year Plan of Beijing (2001 -*

2005), the *Beijing Olympic Action Plan* detailed the promises made in the Games bid and incorporated them into specific plans regarding venue construction, traffic management, IT infrastructure, and ecological and social environment. Relevant departments of Beijing Municipality worked out a number of sub-plans, which were issued in succession starting from September 2002.

- *Ecological Environment Construction Plan*
- *Traffic and IT Infrastructure Construction Plan*
- *Digital Olympics Construction Plan*
- *High-tech Olympics Construction Plan*
- *Cultural and Ethical Progress Promotion Plan*
- *Security System Establishment Plan*
- *Olympic Venue Construction Plan*
- *Fund-raising Plan*
- *Energy Resources Construction Plan*
- *Overall Strategic Plan for the Preparation for the Beijing Olympic Games*



Release of the *Beijing Olympic Action Plan (Draft for Comments)* (March 28, 2002)



Master Plan and Monitoring Report for the Beijing 2008 Olympic Games



Master and Strategic Plans

In 2002, the *Master Plan for the Beijing 2008 Olympic Games* and *BOCOG Master Plan* were drafted. Then in 2003, they were finalised with a consensus reached between the IOC and BOCOG.

Based on the two *Plans*, major duties of each BOCOG department in the years leading up to the opening of the Games were identified in order to form their strategic schedules and concepts of operation, which were collected by the Project Management Department to formulate the *Strategic Plan*.

In December 2004, the *Strategic Plan for the Beijing 2008 Olympic Games* was completed and submitted to BOCOG leadership for approval. It was then published for implementation.

1.2.4 Implementation and Supervision

BOCOG appointed a leading group to make decisions on important policies and regulations, and supervise key projects and adjustments to major budget plans.

An assessment-reporting mechanism was established, which required that plans of BOCOG and its department should be assessed on a monthly, quarterly and yearly basis.

Evaluation was carried out to measure the performance of departments and staff primarily in terms of project implementation.

BOCOG formulated the *Concept of Operational Risk Management*, which specified risk control arrangements in the three years leading up to the Games and during Games time. It worked with the IOC

北京奥组委风险管理和保险顾问评审



BOCOG advisors review the *Concept of Operational Risk Management*

to identify major risks on a regular basis and called in consultant companies to assist with risk control and insurance.

Risk identification was also carried out within BOCOG, and 247 risks were found within some 40 functional areas, which were addressed accordingly.

A *General Emergency Plan* consisting of 52 items was

jointly prepared by BOCOG departments and was distributed to the venue teams, and experts conducted altogether 15 field trips for safety inspections at major competition and non-competition venues.

Planning for the Beijing Olympic Games was of decisive importance, as BOCOG would be able to specify the number of personnel, the amount of funds needed and types of staff training.

1.3 Staffing



Hosting a successful Games requires a highly professional and devoted work team. BOCOG set regulations to ensure fairness and transparency in staff recruitment and temporary transfer. Training was also offered to all recruits.

1.3.1 Recruitment

BOCOG pooled talented Games staff through administrative measures and public job offers.

BOCOG staff consisted of paid staff (temporarily transferred personnel, new recruits, personnel in Value in Kind arrangements, and loaned staff), volunteers and contractors.

Many of the staff were either transferred from enterprises, government departments and

institutions of higher learning, or selected from individual Chinese applicants. Among the staff were experienced retirees, Games-time interns, international recruits and Value in Kind personnel.

The Staff Administration Division of the BOCOG Human Resources Department was in charge of staff recruitment and management. It laid down the principle of “fairness and transparency”. Recruitment procedures usually included:

- Releasing recruitment information
- Receiving applications
- Examining applicants’ qualifications
- Shortlisting candidates through tests and interviews
- Finalising appointments



Major Milestones in BOCOG Staff Recruitment

January 2003	First open recruitment session
March 2004	Second open recruitment session
September 2005	Agreement with 16 Chinese universities to take in 826 postgraduate students as interns, who were expected to work at venues during Games time
April 2006	Third open recruitment session
March 2007	Transfer of staff from venue owners or authorities of local areas where there were Olympic venues

Initially, BOCOG had 211 paid staff. As Games preparation unfolded, more staff members were added, with 3,900 at the end of 2007 and 8,548 at Games time.

Third open recruitment session (April 2006)



1.3.2 Training

The Staff Training Division coordinated training programmes for BOCOG staff, contractors, volunteers and National Technical Officials (NTOs).

Games preparation called for a gradual shift of responsibilities from BOCOG departments to venue teams, during which they coordinated with each other to offer several rounds of training.

- General training by the BOCOG Human Resources Department
- Professional training by other BOCOG departments
- Venue and job training by the venue teams

To implement training programmes, BOCOG invited experts, in particular, international experts versed in Olympic Games preparation, to offer suggestions. This strengthened cooperation and exchanges between training institutions and universities. Communication

with the IOC and the IPC was stepped up and experience was drawn from staff training programmes of previous Games.

Training was offered mainly by three BOCOG departments:

- Human Resources Department for BOCOG staff and contractor training
- Volunteer Department for volunteer training
- Sport Department for NTO training

Prior to 2005, core staff training and preparation for large-scale staff training were completed.

Between early 2005 and April 2008, with training materials prepared and instructors selected, training for volunteer applicants were implemented. Staff and volunteers watched or served the Good Luck Beijing Test Events, which helped enhance their knowledge, skills and confidence. Also in this period, detailed Games-time training plans were formulated.

From April 2008 to the opening of the Olympic Games, venue training as well as job training were completed and staff and volunteers were ready for Games-time operations.

1.3.3 Management

BOCOG developed an overall staff management system involving assessment, incentive, promotion, salary and welfare. It also signed employment contracts with the staff to standardise management.

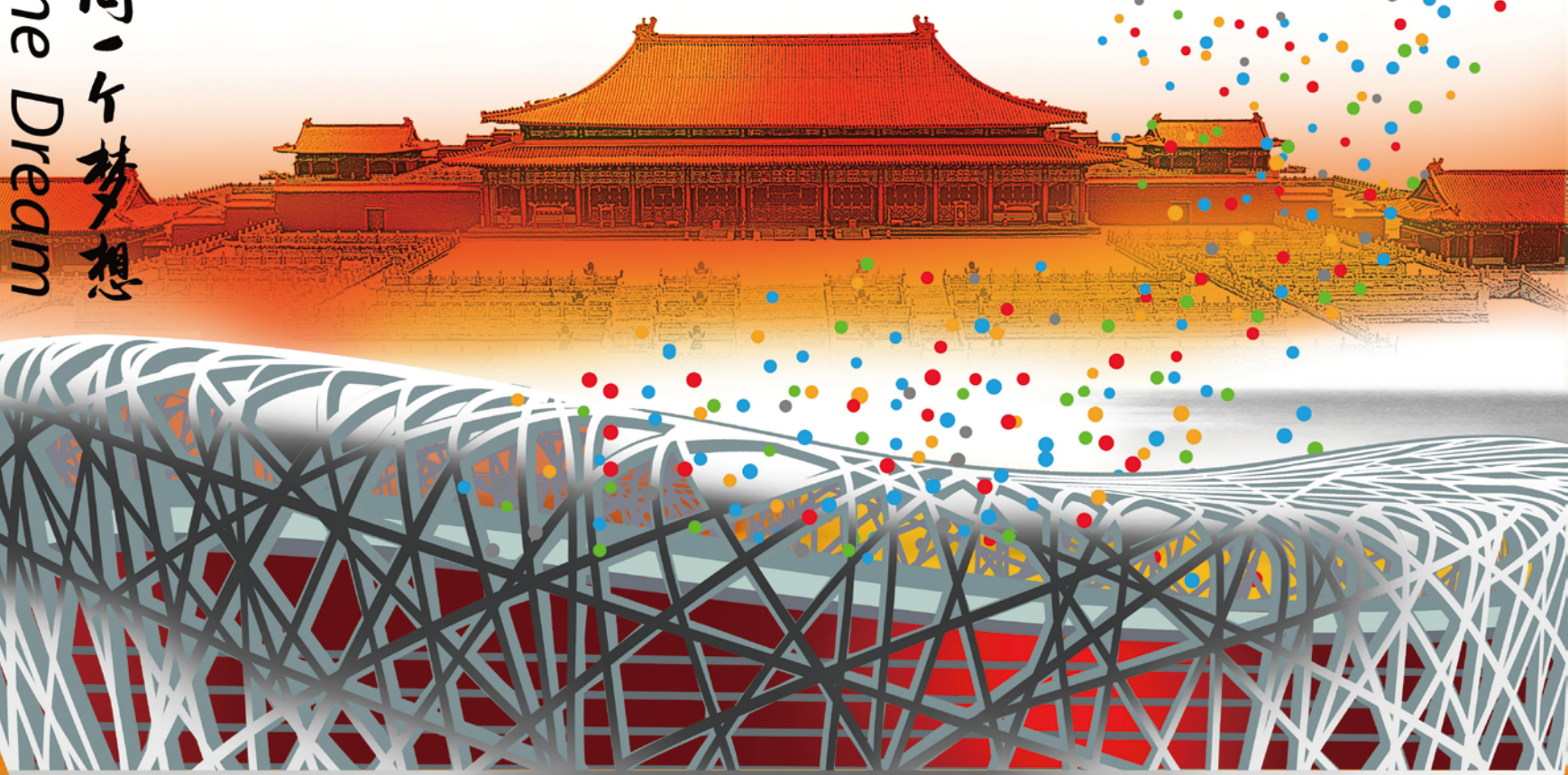
In the interest of the staff, BOCOG even designated in September 2007 a coordination group to study the post-Games staff arrangement. Then in October, the Human Resources Department set up an office to take charge of the issue.

Based on the arrangement, the temporarily transferred and loaned staff returned to the work units from which they had come. The recruited staff members were able to find their own jobs, and BOCOG assisted in this by recommending them to related institutions and large state-owned enterprises or by providing them with job information.





同一个世界 同一个梦想
One World One Dream



2008.8.8 - 2008.8.24
第29届奥林匹克运动会组织委员会
Beijing Organizing Committee for the Games of the XXIX Olympiad

1.4 Operation



BOCOG leadership worked hand-in-hand with the Chinese governments at all levels to conduct operations in preparing for and hosting the Beijing Olympic Games. It also attached great importance to coordinating with the IOC, in particular with the IOC Coordination Commission.

1.4.1 Operational Mechanism

In November 2001, the Beijing Olympic Games Leading Group was appointed, which was composed of senior officials from ministries and commissions of the Chinese Central Government as well as officials from Beijing and Qingdao Municipalities. Their leadership was indispensable for mobilising and coordinating the country's resources for Games preparation.

After BOCOG was established, it took over the Leading Group's responsibilities. In collaboration with the Chinese Central Government and governments of Beijing and the Co-host Cities, it set up a number of coordination groups to handle issues such as international relations, security, media and communications, food safety, air

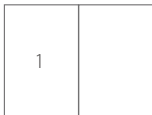
quality and airport operations.

With all these groups put in place, a three-tier Beijing Olympic Games operational mechanism came into being, which involved coordination between BOCOG, ministries of the Chinese Central Government and governments of Beijing and the Co-host Cities, coordination between BOCOG and functional departments of Beijing Municipality, and coordination for specific tasks concerning the preparation for and hosting of the Games.

1.4.2 Games-time Command

An overall Games-time command system was established, which functioned at two levels - Command Headquarters and Main Operation Centre (MOC).

The Command Headquarters, jointly formed by BOCOG and departments of the Chinese Central Government and the Beijing Municipal Government, undertook major issues regarding Games-time operations in Beijing and the Co-host Cities. It also took charge of coordination with the IOC. BOCOG President Liu Qi was Director of the



1. Poster for the Beijing 2008 Olympic Games

Command Headquarters.

The MOC under the Command Headquarters was responsible for venue operations, competition organisation and communication with the IOC functional departments. Guo Jinlong, Mayor of Beijing, was the Head of the MOC.

The system helped integrate material and personnel resources and resolve most venue-level issues.

1.4.3 Special Project Headquarters

To facilitate venue construction and city operations, two special project headquarters were set up.

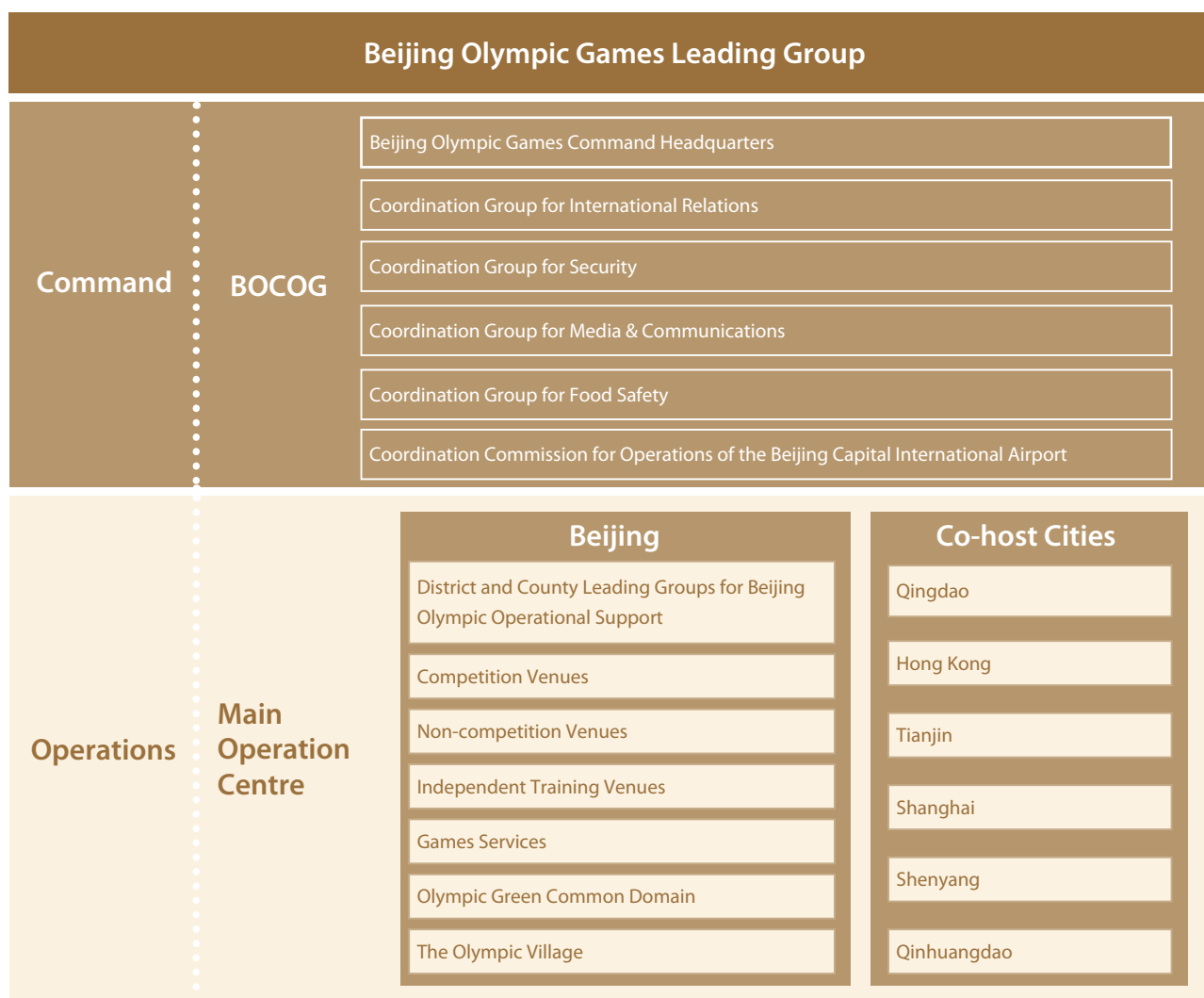
The Beijing Municipality 2008 Engineering

Construction Headquarters ("2008" Engineering Headquarters) coordinated construction of Olympic venues and facilities. Its major responsibilities included:

- Mapping out the master schedule and reviewing specific timetables for construction projects in Beijing
- Supervising land use and coordinating the assessment and approval of construction projects
- Assisting in resolving issues in the construction process
- Arranging tests of safety, quality, fire control and environmental protection regarding the construction projects
- Supervising the implementation of technical standards set by the IOC and the IFs

The Beijing Municipality 2008 Environment Construction Headquarters ("2008" Environment

Games-time Command System



Headquarters) coordinated and supervised issues concerning city image, civil engineering and environment. It mainly undertook the following tasks:

- Conceiving city image projects prior to 2008
- Compiling plans for environment control initiatives prior to 2008
- Setting outlines for Games-time city operations
- Implementing city image projects, civil engineering projects, environment control initiatives and Games-time city operations

1.4.4 Cooperation with the IOC

Cooperation and coordination with the IOC provided a firm guarantee for BOCOG to organise competition events and offer quality service.

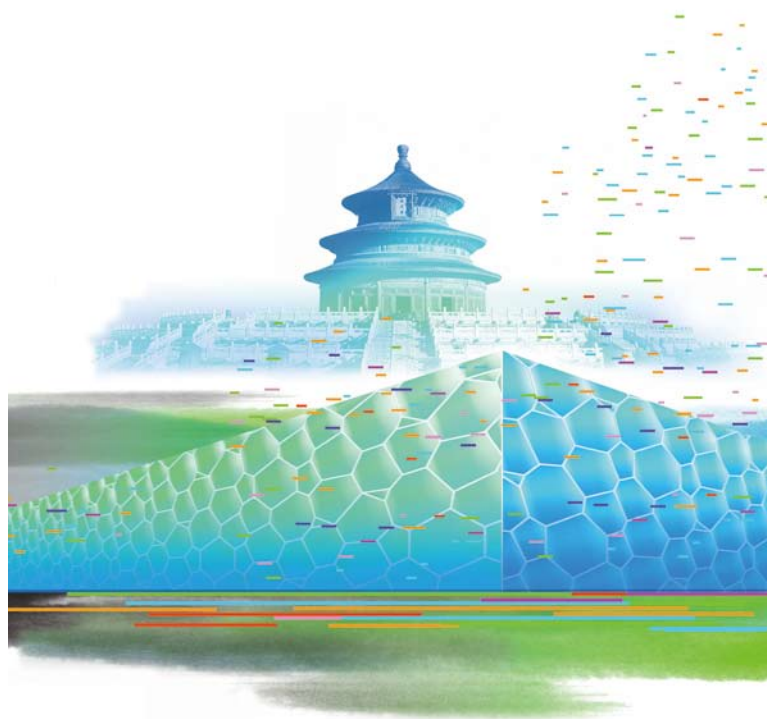
On January 21, 2002, the IOC declared the establishment of the Coordination Commission for the Games of the XXIX Olympiad, with Hein Verbruggen as Chairman and Kevan Gosper as Vice-chairman.

Through the Coordination Commission, BOCOG conducted Games-related issues with the IOC, the IFs and the NOCs. The Coordination Commission also reviewed and assisted in BOCOG's work.

Between February 2002 and August 2008, BOCOG gave 25 presentations on Games preparation (seven times during IOC sessions and 18 times to the IOC Executive Board). The presentations facilitated communication between the top decision-making bodies of BOCOG and the IOC and kept the IOC informed of Beijing's progress in Games preparation.

By July 2008, BOCOG had received 10 visits by Jacques Rogge, 26 visits by Hein Verbruggen, and 189 visits by the IFs. During the IOC Executive Board meeting in April 2007, BOCOG received 14 members of the IOC Executive Board.

Also between August 2002 and July 2008, BOCOG sponsored 10 IOC Coordination Commission sessions and 15 Coordination Commission working group meetings. BOCOG organised approximately 1,000 other conferences, and arranged for the guests dozens of trips to Olympic venues as well as six visits to the Co-host Cities.



Poster for the Beijing 2008 Olympic Games

Especially starting in 2005, the Coordination Commission sessions were often accompanied by other large-scale events, such as the Olympic mascots unveiling ceremony and the 1,000-day countdown celebration for the Beijing Olympic Games in 2005; the World Education, Culture and Sport Forum in 2006; the International Sports Conference, the one-year countdown celebration for the Beijing Olympic Games and the Chefs de Mission Seminar in 2007; and Torch Relay Launch Ceremony in 2008. BOCOG arranged the invitation, transportation and reception of the Coordination Commission delegations for these events.

In addition, between 2004 and 2007, BOCOG studied the documents of the Sydney 2000 Olympic Games, Athens 2004 Olympic Games and Torino 2006 Olympic Winter Games, and formulated the *Strategic Plan*, *Concept of Operation* and *Action Plan for Olympic Family Services*.

These documents detailed the objectives and tasks of Games-time service for the Olympic Family, as well as the resources needed. Based on these documents, BOCOG completed the *Olympic Family Member Guide*, *Profile Collection of IOC Members* and *Olympic Family Assistant Guide* as well as a number of other guidelines.

During Games time, 811 volunteers worked as Olympic Family assistants. They offered service for the 586 IOC



1. IOC-BOCOG Project Review

2. Hein Verbruggen, Chairman of the Coordination Commission for the Games of the XXIX Olympiad, visits the Olympic venues in construction

3. Chefs de Mission Seminar of the Beijing Olympic Games

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members, IFs Presidents and Secretary-generals, NOC Presidents and Secretary-generals, and directors of the IOC departments, and provided administrative

support for the IOC departments and Olympic Family delegations. The assistants won high praise from their clients for their efficiency and effectiveness.

Summary

The aspiration for “hosting a high-level Olympic Games with distinguishing features” showcased China’s endeavours to propel the Olympic Movement and demonstrate the country’s unique charm to the outside world.

To achieve this goal, BOCOG devised elaborate administration and operation schemes, which helped pool the country’s human resources for effective preparation for and hosting of the Olympic Games in 2008.

BOCOG worked closely with concerned departments of the Chinese Central Government, governments of Beijing and the Co-host Cities and other relevant sectors to draw their support for specific Games-related operations.

It also endeavoured to fulfill its commitments made in the *Host City Contract* through strengthening cooperation and coordination with the IOC, in particular with the IOC Coordination Commission, which created favourable conditions for the Beijing Olympic Games.







Chapter 2

Venue

In preparing for and hosting the Beijing Olympic Games, first-class venues were planned and constructed, with effective venue teams organised and fruitful test events completed. These preparations became the basis for a successful Games in 2008 in fulfilling the promise of “Green Olympics, High-tech Olympics and People’s Olympics”.





2.1 Venue Overview



The Beijing Olympic venues were designed for both Games-time competitions and post-Games use. In line with the concepts of “Green Olympics, High-tech Olympics and People’s Olympics”, energy-saving features and eco-friendly materials were employed in construction, while high technologies were applied. After the Games, most of the venues would be used for public sports, cultural or recreational events.

2.1.1 Competition Venues

In planning and constructing Olympic venues, feasibility studies were conducted concerning number, location and scale. In addition to setting up new venues, some existing venues were converted or expanded and temporary venues were set up, which all helped reduce costs.

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1. National Stadium (Bird’s Nest) in construction
2. National Stadium (Bird’s Nest) at night

Venue Sketches

There were altogether 37 newly-built, renovated or temporary competition venues. 31 of them were in Beijing (see *Map of the Competition Venues for the Beijing 2008 Olympic Games*) and the

other six were the Qingdao Olympic Sailing Centre, the Tianjin Olympic Centre Stadium, the Shenyang Olympic Stadium, the Qinhuangdao Olympic Sports Centre Stadium (which were newly-built), the Shanghai Stadium and the Hong Kong Olympic Equestrian Venues (which were renovated).

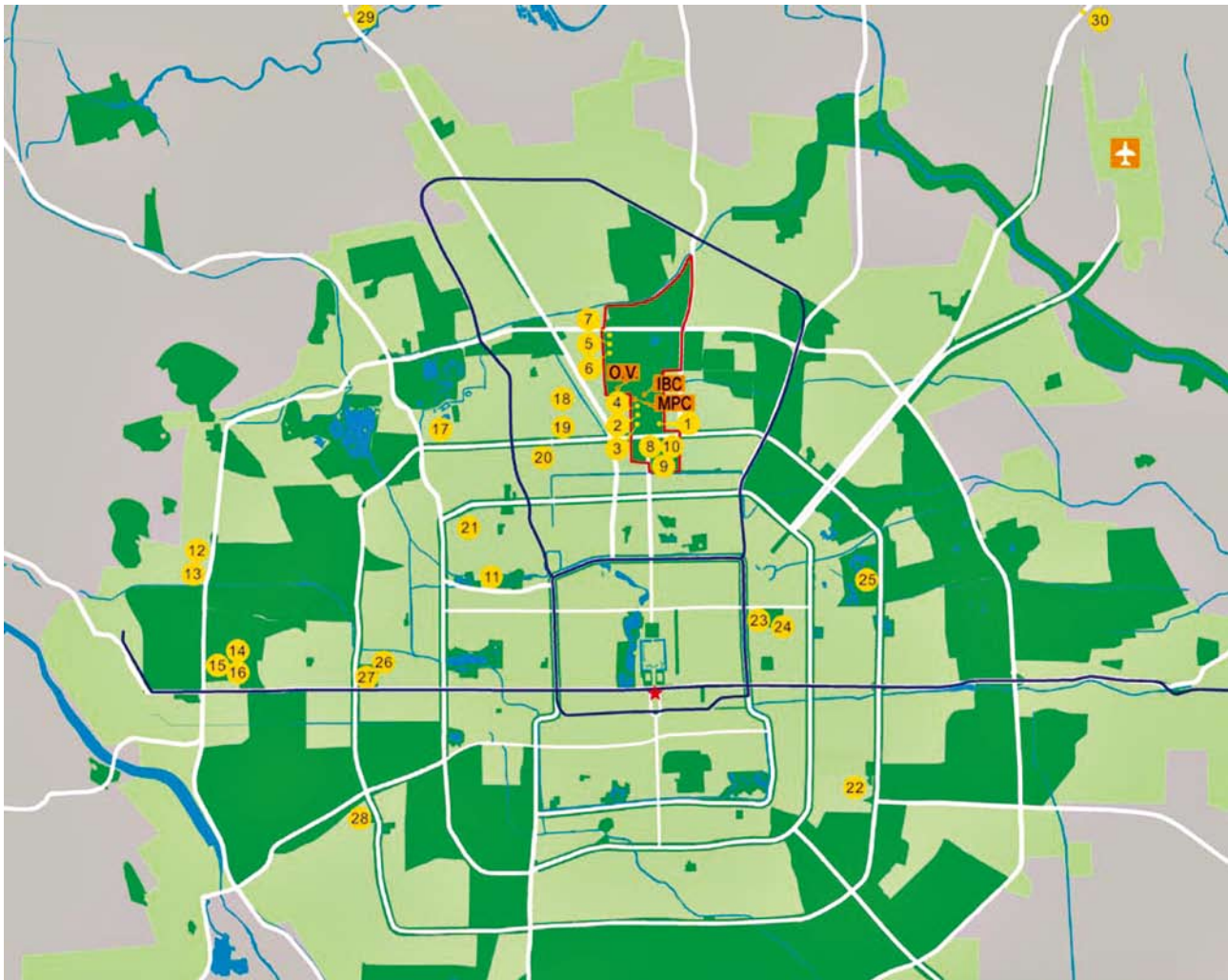
Newly-built venues:

- 1 - National Stadium
- 2 - National Aquatics Centre
- 3 - National Indoor Stadium
- 4 - Beijing Shooting Range Hall
- 5 - Beijing Olympic Basketball Arena
- 6 - Laoshan Velodrome
- 7 - Shunyi Olympic Rowing-Canoeing Park
- 8 - China Agricultural University Gymnasium
- 9 - Peking University Gymnasium
- 10 - Beijing Science and Technology University Gymnasium
- 11 - Beijing University of Technology Gymnasium
- 12 - Beijing Olympic Green Tennis Centre

Converted or expanded venues:

- 13 - Olympic Sports Centre Stadium

Map of the Competition Venues for the Beijing 2008 Olympic Games



- 14 - Olympic Sports Centre Gymnasium
- 15 - Beijing Workers' Stadium
- 16 - Beijing Workers' Gymnasium
- 17 - Capital Gymnasium
- 18 - Fengtai Sports Centre Softball Field
- 19 - Yingdong Natatorium
- 20 - Laoshan Mountain Bike Course
- 21 - Beijing Shooting Range CTF
- 22 - Beijing Institute of Technology Gymnasium
- 23 - Beijing University of Aeronautics and Astronautics Gymnasium

Temporary venues:

- 24 - National Convention Centre Fencing Hall
- 25 - Beijing Olympic Green Hockey Stadium
- 26 - Beijing Olympic Green Archery Field
- 27 - Beijing Wukesong Sports Centre Baseball Field

- 28 - Chaoyang Park Beach Volleyball Ground
- 29 - Laoshan Bicycle Moto Cross (BMX) Venue
- 30 - Triathlon Venue
- 31 - Road Cycling Course

Planning and Progress

Preparation for competition venues and facilities started when Beijing bid for the 2008 Olympic Games, with the compilation of the *Beijing Olympic Venue Plan* and the *Outlines for Constructing the Beijing 2008 Olympic Venues and Facilities*.

After the Games were awarded to Beijing, the Beijing Olympic Venue Construction and Coordination Commission, the Beijing Municipality 2008 Engineering Construction Headquarters ("2008" Engineering Headquarters) and the BOCOG Construction &



Environment Department were established to proceed with further assessments of overall venue layout.

At the end of 2002, the revised *Outlines for Constructing the Beijing 2008 Olympic Venues and Facilities* was approved by the Chinese Central Government.

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1. Groundbreaking ceremony for the National Stadium (December 24, 2003)

2. Groundbreaking ceremony for the National Aquatics Centre (December 24, 2003)

According to the plan, competition venues in Beijing would be distributed in four areas.

The Olympic Green, with 13 venues including the National Stadium and the National Aquatics Centre, would be the “Central Area” to hold the Games.

The Western Community Area would have nine venues, including the Wukesong Culture and Sports Centre, which, after the Games, would become a recreational and sports destination for local residents.

The University Area, with four venues including the Capital Indoor Stadium, would be used to hold cultural and sports events for university students and local residents after the Games.

The North Scenic Area, with two venues: the Shunyi Olympic Rowing-Canoeing Park and the Shunyi Country Racecourse (originally the planned venue for equestrian events of the Games), would become tourist resorts after the Games.

In addition, four venues outside these four areas, including Beijing Workers’ Stadium, would be converted or expanded for Games-time use and post-Games cultural and sports events.

Work on Olympic venue construction started in December 2001. The Construction & Environment Department completed a number of tasks:

- Preparing the *Guidelines for Olympic Construction*

Design

- Formulating bidding procedures and technical standards for Olympic venue construction
- Organising the review of venue designs
- Cooperating with the “2008” Engineering Headquarters to supervise construction preparations

In July 2003, tender and bid for venue design and construction was completed and construction of the Beijing Olympic venues and facilities commenced.

On December 24, 2003, groundbreaking ceremonies for the National Stadium (Bird’s Nest) and the National Aquatics Centre (Water Cube) took place. Then in 2004, construction of other Olympic venues began, including the National Indoor Stadium, the Olympic Village, the National Convention Centre, the Wukesong Culture and Sports Centre, the Shunyi Olympic Rowing-Canoeing Park, as well as venues in universities.

Originally, most of the construction work concerning Olympic venues and facilities was expected to finish in June 2006. In view of the fact that early completion may cause additional maintenance costs, while late completion may affect the process of adjustments and test operations, the deadline was thus postponed from the second half of 2006 to 2007.

Before the opening of the Beijing Olympic Games, all the venues and facilities were prepared up to the Olympic standards, with adequate inspection, adjustment, testing and trial operation. Supporting services were also put in place.

Newly-built Venues

Venue	Location	Construction Area (m ²)	Time of Completion	Planned Events	Capacity (Number of seats)
National Stadium	Olympic Green	258,000	April 2008	Opening & Closing Ceremonies; Track & Field; Football	Permanent: 80,000 Temporary: 11,000

Venue	Location	Construction Area (m ²)	Time of Completion	Planned Events	Capacity (Number of seats)
National Aquatics Centre	Olympic Green	79,500	January 2008	Swimming; Diving; Synchronised Swimming	Permanent: 4,000 Temporary: 13,000
National Indoor Stadium	Olympic Green	80,900	November 2007	Gymnastics; Trampoline; Handball	Permanent: 13,000 Temporary: 2,000
Beijing Shooting Range Hall	Futian Temple, Shijingshan District	45,600	July 2007	Shooting	Permanent: 2,000 Temporary: 6,000
Beijing Olympic Basketball Arena	Wukesong Culture and Sports Centre, Haidian District	63,000	January 2008	Basketball	Permanent: 14,000 Temporary: 4,000
Laoshan Velodrome	Laoshan, Shijingshan District	32,900	October 2007	Cycling (Track)	Permanent: 3,000 Temporary: 3,000
Shunyi Olympic Rowing-Canoeing Park	Chaobai River, Mapo Town, Shunyi District	31,900	July 2007	Rowing; Canoe/Kayak Flatwater; Canoe/Kayak Slalom; Swimming (Open Water)	Permanent: 1,200 Temporary: 25,800 Standing: 10,000
China Agricultural University Gymnasium	East Campus, China Agricultural University	24,000	August 2007	Wrestling	Permanent: 6,000 Temporary: 2,500
Peking University Gymnasium	Peking University	26,900	December 2007	Table Tennis	Permanent: 6,000 Temporary: 2,000
Beijing Science and Technology University Gymnasium	Beijing Science and Technology University	24,700	November 2007	Judo; Taekwondo	Permanent: 4,000 Temporary: 4,000

Venue	Location	Construction Area (m ²)	Time of Completion	Planned Events	Capacity (Number of seats)
Beijing University of Technology Gymnasium	Beijing University of Technology	24,400	September 2007	Badminton; Rhythmic Gymnastics	Permanent: 5,800 Temporary: 1,700
Olympic Green Tennis Centre	Olympic Green	26,500	October 2007	Tennis	Centre Court: 10,000 Court 1: 4,000

Converted or Expanded Venues

Venue	Location	Construction Area (m ²)	Time of Completion	Events	Capacity (Number of seats)
Olympic Sports Centre Stadium	National Olympic Sports Centre	37,000	March 2006	Modern Pentathlon (Running and Equestrian)	36,000
Olympic Sports Centre Gymnasium	National Olympic Sports Centre	47,400	March 2006	Handball	6,000
Workers' Stadium	Gongti Road, Chaoyang District	81,100 (including a converted section of 44,800 m ²)	January 2008	Football	60,000
Workers' Gymnasium	Gongti Road, Chaoyang District	40,200	November 2007	Boxing	Permanent: 12,000 Temporary: 1,000
Capital Gymnasium	Baishiqiao, Haidian District	54,700	December 2007	Volleyball	17,000
Fengtai Sports Centre Softball Field	Fengtai Sports Centre	15,600	July 2007	Softball	10,000
Yingdong Natatorium	National Olympic Sports Centre	44,600	April 2006	Water Polo; Modern Pentathlon (Swimming)	5,522

Venue	Location	Construction Area (m ²)	Time of Completion	Events	Capacity (Number of seats)
Laoshan Mountain Bike Course	Laoshan, Shijingshan District	8,700	September 2007	Mountain Bike	15,000
Beijing Shooting Range Hall	South Xiangshan Road, Shijingshan District	6,200	August 2007	Trap Shooting	5,000
Beijing Institute of Technology Gymnasium	Beijing Institute of Technology	21,900	September 2007	Volleyball	3,680
Beijing University of Aeronautics and Astronautics Gymnasium	Beijing University of Aeronautics and Astronautics	21,000	December 2007	Weightlifting	5,040

Temporary Venues

Venue	Location	Construction Area(m ²)	Time of Completion	Events	Capacity (Number of seats)
National Convention Centre Fencing Hall	National Convention Centre in the Olympic Green	56,000	March 2008	Fencing; Modern Pentathlon (Fencing and Air Pistol)	Fencing: 5,700 Modern Pentathlon: 4,200
Olympic Green Hockey Stadium	Olympic Green	15,539	August 2007	Hockey	Court 1: 12,000 Court 2: 5,000
Olympic Green Archery Field	Olympic Green	8,609	August 2007	Archery	Court A: 4,500 Court B: 800
Wukesong Sports Centre Baseball Field	Wukesong Culture and Sports Centre	14,360	August 2007	Baseball	Court A: 12,000 Court B: 3,000
Chaoyang Park Beach Volleyball Court	Chaoyang Park	14,150	August 2007	Beach Volleyball	12,000

Venue	Location	Construction Area(m ²)	Time of Completion	Events	Capacity (Number of seats)
Laoshan BMX Venue	Laoshan, Shijingshan District	3,650	August 2007	BMX	4,000
Triathlon Venue	The Ming Tombs Reservoir, Changping District		May 2008	Triathlon	10,032
Road Cycling Course	Yongdingmen Gate, Juyongguan		June 2008	Cycling (Road)	

2.1.2 Non-competition and Training Venues

defined security zones, were operated by BOCOG and its partners to ensure operation of the Games.

The non-competition venues, located in clearly-

Major Non-competition Venues in Beijing

Venue	Location	Construction Area(m ²)
Olympic Green	Northern end of Beijing's central axis	1,159 hectares (including the Olympic Forest Park)
Athletes' Village	Northwest of the Olympic Green	Guest rooms: 9,933
Huiyuan Apartments Media Village	Next to the Olympic Green	Guest rooms: 1,018
Green Homeland Media Village	Northeast of the Olympic Green Central Area	Guest rooms: 6,000
Beijing Olympic Airport	Beijing Capital International Airport	
Olympic Family Hotels	Beijing Hotel	
	Grand Hotel Beijing	
	Raffles Beijing Hotel	

Venue	Location	Construction Area(m ²)
	The North Garden Hotel	
	Park Plaza Beijing Wangfujing	
Main Press Centre	National Convention Centre in the western part of the Olympic Green	
International Broadcast Centre	National Convention Centre in the western part of the Olympic Green	
Beijing Olympic Accreditation Centre	Beijing Olympic Tower	
Digital Beijing Building	Olympic Green Central Area	
Beijing Olympic Hospitality Centre	Olympic Green Central Area	
Beijing Olympic Logistics Centre	Airport Economic Development Zone in Shunyi, Beijing	
BOCOG Headquarters	Beijing Olympic Tower	
Olympic Youth Camp	Beijing No. 101 Middle School	
Beijing Olympic Security Command Centre	Beijing Municipal Public Security Bureau	
Beijing Olympic Anti-doping Laboratory	China Anti-doping Agency	

Major non-competition venues in the Co-host Cities included the Hong Kong International Airport, the Hong Kong Olympic Village, the Hong Kong Grooms Village, the Qingdao Airport, the Qingdao Olympic Village and the Qingdao Olympic Family Hotel.

The training venues, usually set up outside the competition venues, were used for athletes to warm up before and during competitions. In some cases, the competition venues also served as training venues. By March 2008, 42 individual training venues were prepared for the Games.

2.1.3 Implementation of Olympic Concepts in Venue Construction

In constructing the Beijing Olympic venues, the Commission on Science and Technology for the Beijing 2008 Olympic Games, the “2008” Engineering Headquarters, the Beijing Municipal Government, related research institutes and venue constructors worked hand in hand to implement the concepts of “Green Olympics, High-tech Olympics and People’s Olympics”.

Green Olympics

Environmental protection was a major concern in planning and constructing Olympic venues and facilities. According to statistics, 358 "Green Olympics" programmes were implemented in Beijing Olympic venue construction, among which 69 involved new energy, 168 were aimed at saving energy and 121 at saving water.

Of the 200 million square metres of the Beijing Olympic venue construction projects, 26.7 per cent employed renewable energy or other green energy resources. The 168 energy-saving projects alone would reduce 200,000 tons of carbon dioxide emissions per year.

Nine venues, including the Olympic Green Tennis Centre and the Peking University Gymnasium, were installed with geothermal, ground-source or water-source heating devices. Seven construction projects, including the National Stadium, the Olympic Basketball Arena and the Olympic Green Central Area, had a solar photovoltaic power generation system. 10 venues, including the Shooting Range Hall, Laoshan Velodrome, the Olympic Village and Media Villages, adopted solar water heaters.

In the National Stadium, ground-source heat pump systems absorbed energy from the soil to help with air-conditioning inside the venue. The systems extracted

heat from the soil to warm up the stadium in winter and took in cold energy from the soil in summer.

The National Stadium was installed with a 100-kilowatt-hour solar photovoltaic power generation system with a daily generation capacity of over 200 kilowatt-hours, providing adequate power for the lighting of the 15,000-square-metre underground garage.

The Beijing Science and Technology University Gymnasium was equipped with the most advanced lighting system among all Olympic venues. The 148 sets of eight-metre-long light pipes were able to transmit 80 per cent of the sunlight into venues as a source of illumination. Indoor illumination also penetrated the roof to light up the night sky.

The Qingdao Olympic Sailing Centre was equipped with seawater-source heat pump systems, which provided the press centre with air-conditioning and hot water during the Games.

The average surface temperature of outdoor tennis courts can rise to 50°C in July and August in Beijing. The Olympic Green Tennis Centre found a way to bring down the "fever". A number of natural air absorption devices let in wind through the air outlets to the sitting areas, which effectively lowered the temperature by about 5°C at the centre court. The external walls of the spectator stands were filled with white meshed

Triathlon Venue by the Ming Tombs Reservoir in Changping District, one of the eight temporary venues for the Beijing Olympic Games



panels to absorb wind. The compressed wind then blew through the window blinds at the bottom of the stands into the venue to lower the temperature.

Atop China Agricultural University Gymnasium, some 400 windows on the terraced roof helped with lighting and ventilation.

In the Beijing Shooting Range Hall, temperature sensors were installed between the double walls to detect temperature changes and achieve ventilation. With the sensors, the temperature inside is adjustable to the seasons, thus reducing the consumption of energy for air-conditioning.

A huge rainwater utilisation system was installed under the National Stadium. Working around the clock, it collected and purified rainwater from the venue and its surrounding areas. The system, whose size equals that of six football fields, collected rainwater from an area of 22 hectares, with annual rainwater recovery of about 67,000 cubic metres and a designed net water production capacity of up to 2,000 cubic metres per day.

The 30,000-square-metre roof of the National Aquatics Centre collected rainwater which was treated and reused. The amount of rainwater collected per year was equivalent to the annual water consumption of 100 Beijing households.

Permeable bricks were used as outdoor pavement at most of the newly-built venues, which allow rainwater to seep directly into the ground. Permeable bricks in some car parks even benefited the growth of grass.

The National Aquatics Centre, the Shunyi Olympic Rowing-Canoeing Park, the Olympic Village, the Olympic Forest Park, as well as the Hockey Stadium, Archery Field and Tennis Centre in the Olympic Green, were installed with sewage treatment systems.

The Olympic Green used recycled water from the Beixiaohe Water Recycling Plant and the Qinghe Water Recycling Plant for sanitation and landscaping. It also had treatment stations of its own, which treated all the sewage generated at the venue. The reclaimed water was used for greening purposes.

High-tech Olympics

In an effort to hold a grand sports event, latest technical achievements from home and abroad were incorporated in Beijing Olympic venue construction.

The National Stadium, with a 42,000-ton external steel structure, is now recognised as the world's largest steel structure. The 110,000 tons of steel used for the concrete and screw-threaded steel bars were all made in China, and the high-strength Q460 steel formed the 24 pillars supporting the gigantic Bird's Nest.



The Q460 steel, developed by Chinese technicians, can withstand an average weight of 46 kilos in an area of one square millimetre and resist severe fire and earthquakes. It ensures 100 years of proper function of the main structure.

The Ethylene Tetrafluoroethylene (ETFE) film used in the National Aquatics Centre is resistant to pressure and provides spectators with a wonderful view. The film can be expanded three to four times its original size without breaking and is resistant to intense heat up to 715°C. The 3,000 ETFE films outside the construction, when inflated, become air pillows. As one such film can bear the weight of a car, the surface structure can easily withstand heavy rain, hail and sand storms.

The Beijing Olympic Basketball Arena was equipped with a thin layer of Low-Emissance (LOW-E) insulating glass on the outside. The LOW-E coating reflects more than 80 per cent of far-infrared heat radiation and helps save energy by over 60 per cent in both summer and winter.

Strengthening the pillars of the Beijing Workers' Stadium was rated as the largest and most complex construction project in China. Carbon fibre reinforcement, among other advanced structure reinforcement technologies, was adopted to successfully complete the project.

Intelligent lighting control systems were installed in Peking University Gymnasium's warm-up hall, main gym and swimming pool. The lighting could be adjusted to meet the needs of particular occasions. The systems also made maintenance and fault diagnosis easier.

People's Olympics

Design of Olympic venues sought to bring convenience and comfort to athletes, coaches, referees and spectators, with special attention to the needs of people with disabilities.

In the National Aquatics Centre, swimmers and divers could walk barefoot from the warm-up pool to the competition pool on tiles supported by a ground-source heat pump system. The athletes would not be affected by the changing floor temperatures. Also, there was a vent under every seat, which effectively adjusted the temperature to provide spectators with a comfortable environment.

There are no columns or pillars inside the 91,000-seat National Stadium. The bowl-shaped seats, supported by a series of steel trusses, were arranged to surround the arena. Wherever a spectator sits, he or she is always about 140 metres away from the centre of the stadium, so every spectator is able to watch the event from a roughly equal distance.

The National Stadium was installed with accessible facilities for people with disabilities. The rational layout of functional zones during Games time made competition management and venue operations fairly smooth. Services were also easily available to spectators, VIP guests, athletes and the other client groups.

The badminton and table tennis events require that the wind speed not exceed 0.2 metres per second. Beijing University of Technology Gymnasium and Peking University Gymnasium were both installed with air-conditioning systems that cooled the venues with a breeze blowing in from below the seats. This design not only satisfied the needs of badminton and table tennis events but also ensured comfort in the venues.

The Olympic Green Archery Field is one of the kind with stands on three sides of the field. Considering that the course runs from south to north, the seating areas were arranged on two sides and behind the athletes. The V-shape layout faced the north, where the spectators were kept away from the archers but close to the targets. This design ensured both safety and a good view of the athletes' performance.

2.2 Venue Team and Operations



In organising venue teams and planning for venue operations, emphasis was given to unified command, clearly defined responsibilities, standardised procedures and adequate rehearsals.

2.2.1 Venue Teams

Three types of venue teams were involved in venue operations during the Beijing Olympic Games.

Competition Venue Team

During Games preparation, an operation panel was established for each competition venue, which consisted of venue manager, deputy managers in charge of security and logistics, secretary-general in charge of operations, full-time staff for competition organisation, media operations and venue construction, representatives from local authorities and BOCOG representatives from relevant functional areas.

As venuisation proceeded, the panel transformed to the competition venue team. During Games time, the team involved staff from 29

functional areas, including the management (one venue manager, six deputy venue managers, a venue secretary-general, and a competition manager for each event), 29 functional area managers, venue supervisors and operational staff.

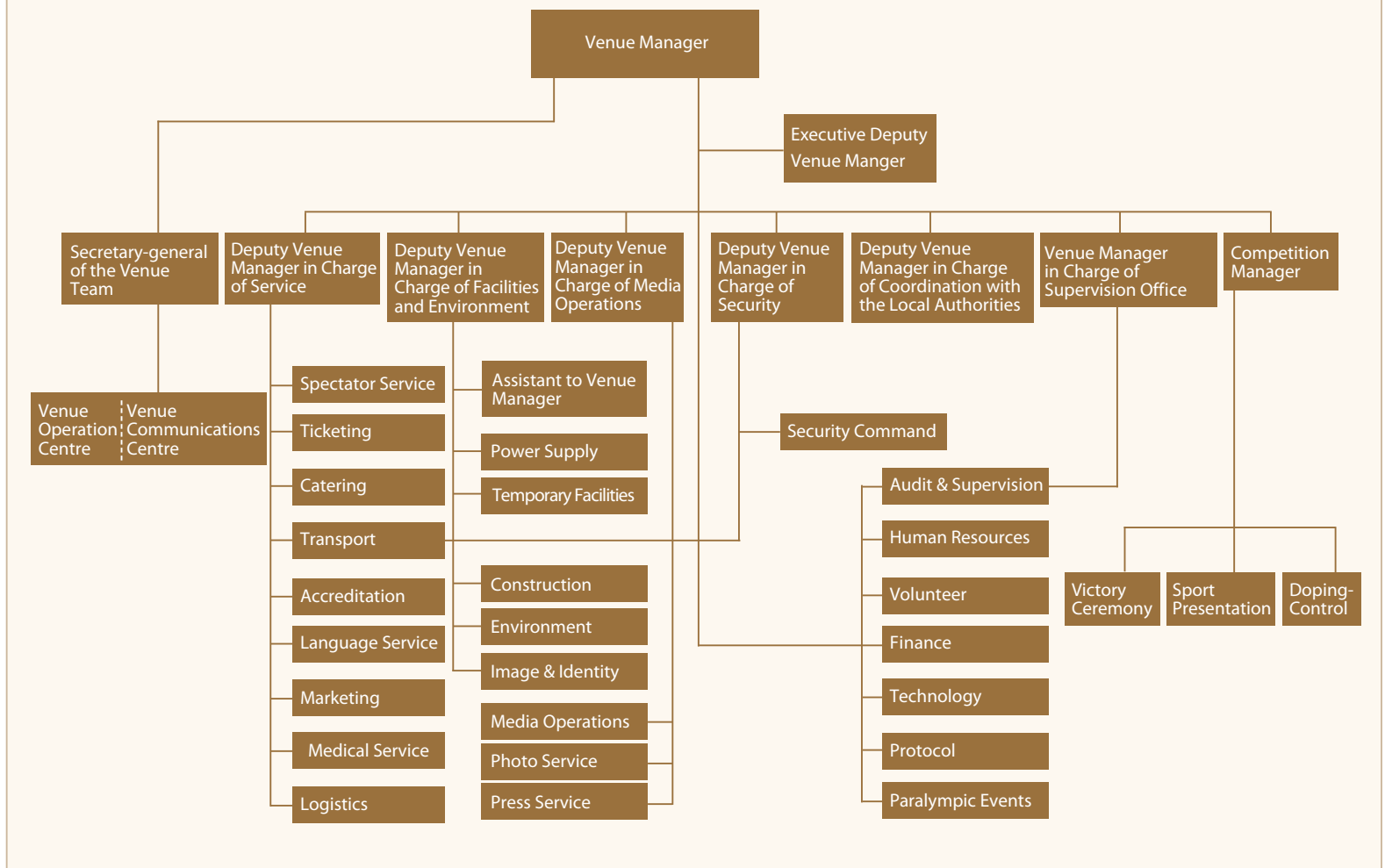
Non-competition Venue Team

During Games preparation, a preparatory group was set up for each of the non-competition venues. Under the BOCOG Venue Management Department, the groups made their operation plans and organised staff. The leaders of the groups became venue managers, under whom were several deputy venue managers to share responsibilities such as security, logistics and Games services.

Training Venue Team

For an individual training venue (or venue cluster), a separate team was set up with a venue manager and several deputy venue managers in charge of different tasks. The individual training venues located in eight Beijing districts and counties each had four deputy managers

Venue Team of the Beijing Workers' Stadium (for the Olympic Boxing Events)



responsible for training, security, transportation, and venue support. As for individual training venues affiliated with universities, the General Administration of Sport of China and other owners, an additional deputy manager was added to each venue to take charge of coordination.

2.2.2 Venue Staff

Most of the venue managers came from the Beijing Municipal Government, the General Administration of Sport of China, universities which owned Olympic venues, other venue owners and BOCOG departments. Functional area managers and staff were usually appointed by BOCOG or temporarily transferred from relevant institutions.

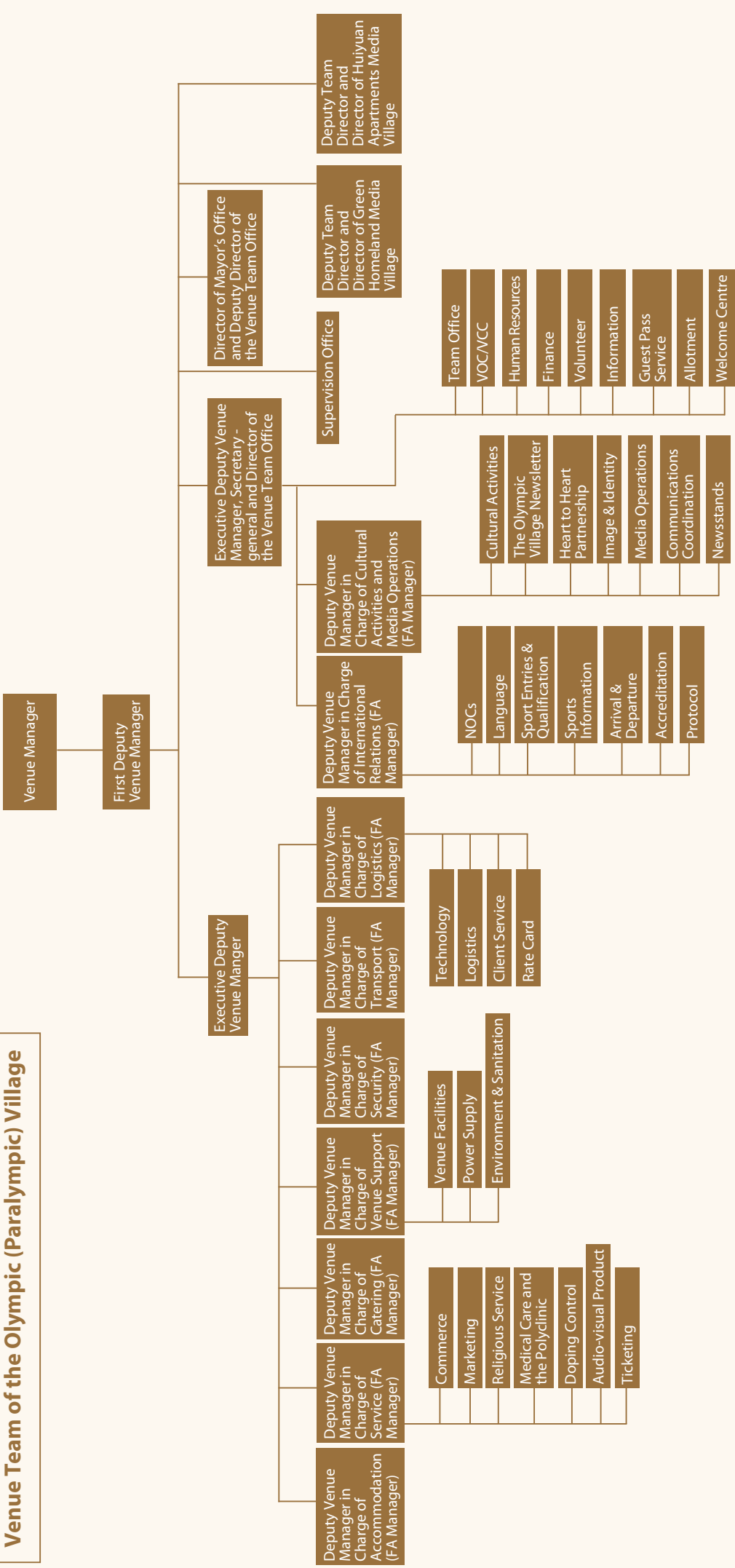
Staff transferred from BOCOG had either full-time or part-time work schedules at venues. The secretary-

general and the competition manager usually worked full time in formulating operation plans. The other functional area managers, while fulfilling their duties for BOCOG, were expected to focus their attention on venue operations as venueisation was intensified.

BOCOG would take in new staff in line with its recruitment plan should there be shortage of personnel. Staffing and management of the team was undertaken by the BOCOG departments before the Games and by the venue team during test events and the Beijing Olympic Games.

Staff who joined the venue team when venue operation plans were prepared would work on a long-term basis, among whom those taking crucial positions would be employed to work full time. During the test events and the Olympic Games, a number of staff were transferred from the municipal, district and county governments to join in venue operations on a

Venue Team of the Olympic (Paralympic) Village



(Mobile FAs in charge of rights protection and anti-infringement are not included)

short-term basis.

Staff from the owners of converted or expanded venues would be retained, as they were more familiar with venues and facilities. During the Games, venue owners became Games service contractors, with the staff incorporated into the venue team, and took charge of the service package including water, power, gas, heating and cleaning.

2.2.3 Venue Operations

BOCOG undertook operations within venue perimetres, while local authorities and relevant venue owners took charge of supporting operations outside the perimetres. The venue teams were expected to solve most of the problems that arose during Games time, while major issues and emergencies would be reported to the Main Operation Centre for decision-making.

Venue Management

In September 2005, BOCOG set up the Venue Management Department.

Early in the preparation for the Beijing Olympic Games, the department supervised the venuisation of both competition and non-competition venues and completed the following tasks:

- Formulating standardised functional area operation policies and procedures
- Organising venue teams in Beijing, selection and training of the secretaries-general, and management of venue operation centres and venue communications centres
- Supervising venue operation plans, work schedules and quality control measures

In the final period of Games preparation, the department also offered guidance for venue teams in the Co-host Cities.



Venue operation support group



Seminar on the Model Venue held at the Beijing Workers' Gymnasium (August 30, 2005)

Other tasks of the Venue Management Department included:

- Planning for test events
- Supervising simulation exercises
- Making seating arrangements for accredited clients
- Maintaining Olympic Games signage
- Communicating with the IOC Coordination Commission for the Beijing Olympic Games
- Developing the venue information management system, video conference system and camera monitoring system
- Establishing a call centre, which would be linked to the city information network

During Games time, the Venue Management Department undertook planning, installation, testing and operation of the venue operation command system.

Operational Focuses

In June 2006, the first 18 venue teams were established, including the teams for the National Stadium, the Wukesong Culture and Sports Centre venue cluster, the Olympic Sports Centre venue

cluster, the Beijing Capital International Airport and the Olympic Family Hotels. By July 2006, operation teams for the 23 major competition venues in Beijing were put into place.

Competition venue operations involved 17 types of service regarding competition organisation, broadcasting, security, transportation, catering, medical care and language service.

The venue teams also managed some 180 kinds of general material in six categories including furniture, household electric appliances and other materials purchased by venues, and approximately 500 kinds of special material in 16 categories, such as the materials and equipment used for image projects, transportation, security, media operations and spectator service. Altogether, the venue teams fulfilled nearly 300 missions in 25 categories, and implemented nearly 200 operation policies and 100 procedures.

To facilitate venue operations, BOCOG set up a joint conference system with related government departments, the "2008" Engineering Headquarters and the Beijing Municipality 2008 Environment



Good Luck Beijing 2007 UCI BMX Supercross World Cup

Construction Headquarters ("2008" Environment Headquarters) to provide guidance and conduct management.

Rehearsal

The Good Luck Beijing Test Events between August 2006 and June 2008 provided good opportunities for the venue teams, especially the functional areas, to test their operations.

To intensify venue operation rehearsals, the BOCOG Venue Management Department issued the *Guidelines for Venue Team Simulation Exercises and Dress Rehearsals* and developed a set of plans to guide venue teams in carrying out rehearsals.

During the six months before the commencement of the Olympic Games, the Venue Management Department organised a session of integrated simulation exercises in April and July 2008 respectively. These exercises, in which the IOC participated, were held in order to test operation command systems. Also in July 2008, a system heat-run simulation exercise was conducted. The venue teams even took part in the security and counter-terrorist simulation drills.

These simulation drills and rehearsals proved to have remarkably strengthened communication, coordination and mutual support between the venue teams and the support groups.

2.3 “Good Luck Beijing” Test Events



In line with Beijing's commitments regarding its Olympic Games bid, at least one sports event should be held in each competition venue before the commencement of the Beijing Olympic and Paralympic Games. These events aimed to examine the functions of venues and facilities, train staff and build reliable venue teams, check policies and operational procedures for the functional areas in an environment similar to the Games-time scenario, and integrate venue construction, venue operations and city operations.

The test events served as a link between Games preparation and Games-time operations, as they were an effective way of identifying problems and making improvements.

Preparations

Large-scale preparation for the Good Luck Beijing Test Events started in early 2007. With the joint efforts of BOCOG and the relevant departments of Beijing Municipality, the Good Luck Beijing Test Events Organising Committee was established, followed by the sub-

committees for individual events and corresponding venue teams.

The organising committees for the individual events mainly consisted of staff from the venue and support teams. The director of each sub-committee worked alongside the venue manager in organising the test events.

The Good Luck Beijing Test Events held in 2007 involved 16 competition venues (venue clusters) and seven individual training venues in 11 Beijing districts and counties.

The test events held in the capital in 2008 involved 13 competition venues (venue clusters) and seven individual training venues in four districts and counties.

Seven non-competition venues were involved in the Good Luck Beijing Test Events. They were the Beijing Capital International Airport, the Beijing Olympic Accreditation Centre, the Main Press Centre, the Logistics Centre, the Olympic Green Common Domain, the Digital Beijing Building, and the Beijing Olympic Anti-doping Laboratory.



Technicians and volunteers work for the Good Luck Beijing 2007 UCI BMX Supercross World Cup

Implementation

Altogether, 46 Good Luck Beijing Test Events were held between August 2006 and June 2008. Among these events, two were held in 2006. 27 were held in 2007, with 24 in Beijing and three in the Co-host Cities. In 2008, 17 events were held in Beijing.

The test events were divided into two types - calendar events and tournaments. The calendar events were sponsored by the IFs and were organised in conformity with IFs rules and regulations. The tournaments referred to various types of invitational competition events sponsored by the Good Luck Beijing Test Events Organising Committee. Although these events were also subject to IFs technical supervision, the Committee had greater decision-making power than it did with the calendar events.

Of the 46 test events, 16 were calendar events, including the World Softball Championships in 2006; nine events held in 2007 including rowing, beach volleyball, BMX, cycling (track), wrestling, modern pentathlon, triathlon, tennis and table tennis; and six events in 2008, including diving, synchronised swimming, fencing, walking, shooting and marathon.

Assessment reports released by the IOC and the IFs

showed that venues, sports equipment, technical systems and other hardware facilities all lived up to Olympic Games competition standards. Technical systems and venue technical support facilities worked well and competition command centres were in good order.

During the test events, venue staff and volunteers gained much valuable experience. Venue and city operations were well connected with each other, and security, transportation, civil engineering, sanitation, medical care, catering and accommodation services were all in place.

Improvements

Problems that arose during the test events were dealt with without delay, and most of the venue-related problems were promptly addressed.

After the walking test event, some athletes complained that the track on the Landscape Avenue section in the Olympic Green Central Area was a bit too hard. Despite the fact that no international standards were set for the walking track, BOCOG took into consideration the athletes' well-being and made certain technical improvements on the track accordingly.



Venue team for the Good Luck Beijing 2008 International Weightlifting Invitational Tournament

On December 14, 2007, the Olympic table tennis tournament held in Peking University Gymnasium was suspended due to a power blackout resulting from a technical problem in the power supply system. After the event, thorough power line examinations were conducted at all the competition venues, and dual-line power supply was made available.

Some spectators reported that the 28.3-square-metre screen inside the National Stadium was not big enough. After the test events, it gave way to two bigger screens measuring 66 square metres. In the National Aquatics Centre, the original 28-square-metre screen was also replaced by a bigger one which measured 50 square metres.

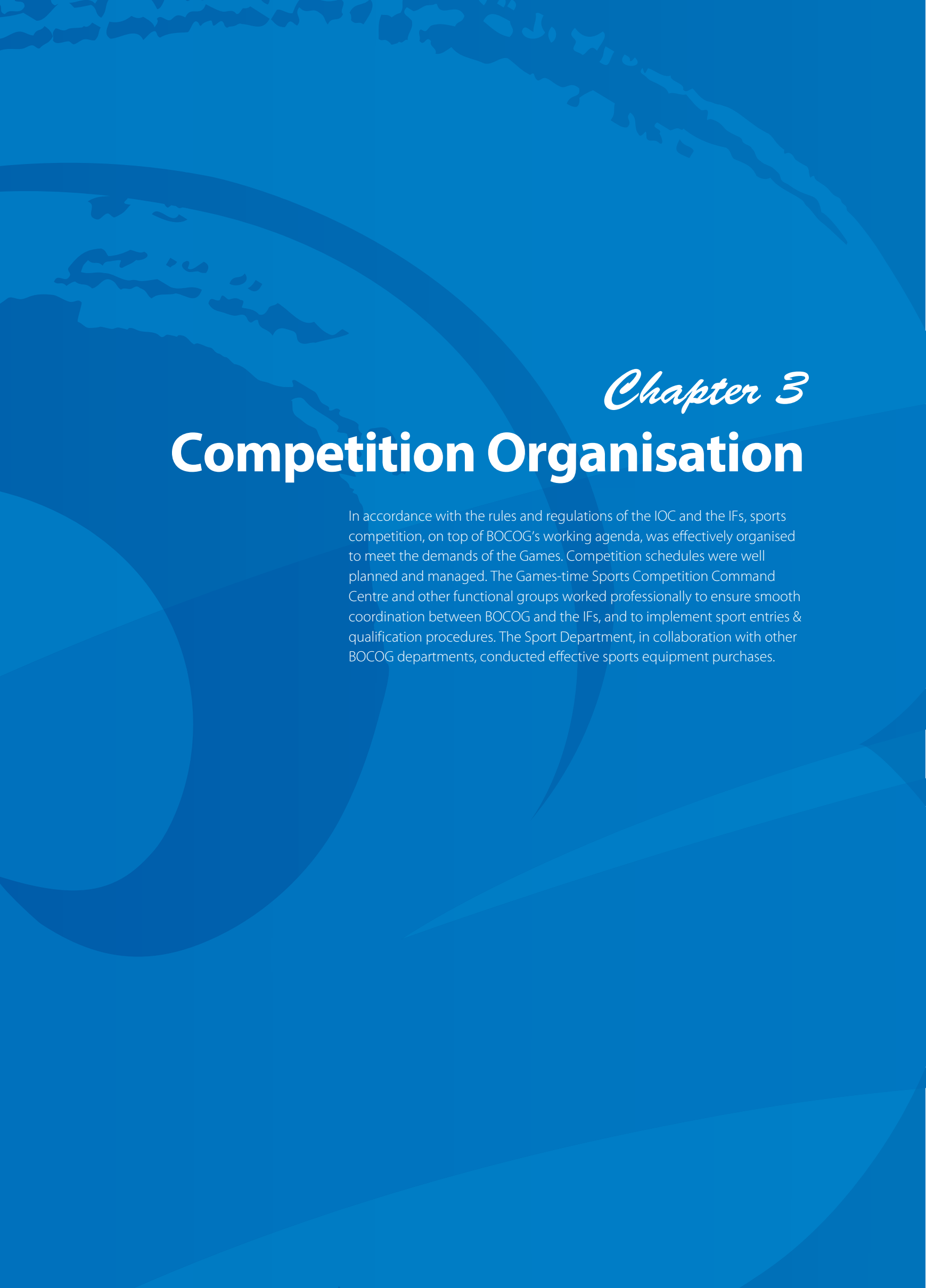
Summary

In the construction of the Beijing Olympic venues, BOCOG worked closely with the government departments and venue owners to implement the concepts of "Green Olympics, High-tech Olympics and People's Olympics".

The post-Games use of Olympic venues was a consideration even in the designing stage. With the number of permanent facilities minimised and temporary facilities used, the venues were easily converted after the Games for sports events, conferences, and cultural and recreational activities.

Great efforts were made in organising venue teams and conducting venue operations, which featured unified command, clear division of responsibilities, standardised procedures and adequate rehearsals.

The test events held for examining venues and facilities, training staff and optimising operation plans and procedures contributed effectively to the smooth transition from Games preparations to Games-time operations.

The background is a solid blue color with several large, overlapping, semi-transparent circular and curved shapes in varying shades of blue. A faint, stylized map of China is visible in the upper left quadrant, rendered in a darker blue tone.

Chapter 3

Competition Organisation

In accordance with the rules and regulations of the IOC and the IFs, sports competition, on top of BOCOG's working agenda, was effectively organised to meet the demands of the Games. Competition schedules were well planned and managed. The Games-time Sports Competition Command Centre and other functional groups worked professionally to ensure smooth coordination between BOCOG and the IFs, and to implement sport entries & qualification procedures. The Sport Department, in collaboration with other BOCOG departments, conducted effective sports equipment purchases.



Athletes in competition

3.1 Plan and Mechanism



The guiding principles of competition organisation were to strictly follow the relevant rules and regulations specified by the IOC and the IFs with regard to the Olympic Games, so as to ensure that international standards of sports competitions be fulfilled.

Groups were responsible for organising specific sports competitions regarding of sports equipment, technical support, media coverage, security, TV broadcast, protocol, international relations, doping control, medical service, logistics, financial auditing, etc.

3.1.1 Organisational Structure

In December 2003, the Competition Organisation Leading Group of the Beijing Olympic Games, composed of BOCOG senior officials and heads of relevant sectors, was established.

The BOCOG Sport Department was the executive body of the Competition Organisation Leading Group. It supervised and coordinated the organisation of all sport competitions, and assisted the Leading Group with management of individual Competition Organisation Working Groups and coordinated their relationships with all the functional departments of BOCOG and with the IFs.

Under the guidance of the IFs and the BOCOG Sport Department, the Competition Organisation Working

3.1.2 Working Mechanism

The BOCOG Sport Department established a comprehensive working mechanism to conduct competition organisation.

Liaison with Chinese Sports Federations

Through regular meetings, the BOCOG Sport Department kept close contact with all national sports federations in China. These meetings served as a platform for briefings on the latest project development and solutions to problems concerning utilisation of technical and personnel resources.

The Sport Department reported all significant issues to the Competition Organisation Leading Group, which then reported to BOCOG for final decisions.

Cooperation with Government Sectors

Units	Pre-Games Working & Cooperation Mechanism	Games-time Working & Cooperation Mechanism
Management Centres of the General Administration of Sport of China	To regularly dispatch briefs so as to communicate preparation progress, and host sports workshops and seminars	To collaborate with the BOCOG Sport Department in organising competitions

Units	Pre-Games Working & Cooperation Mechanism	Games-time Working & Cooperation Mechanism
Beijing Municipal Bureau of Sports	To hold regular liaison meetings with BOCOG and discuss related issues	To work with BOCOG in organising competitions
China National Meteorological Administration	To hold regular liaison meetings with BOCOG and discuss related issues	To coordinate with all the Co-host Cities and provide meteorological service for competitions
Beijing Meteorological Bureau	To hold regular liaison meetings with BOCOG and discuss related issues	To provide meteorological service, as was stipulated in its contract with BOCOG
China Disabled Persons' Federation	To hold regular liaison meetings with BOCOG and discuss related issues	To work with BOCOG in organising competitions of the Beijing Paralympic Games

Coordination with the Co-host Cities

The BOCOG Sport Department worked closely with the Co-host Cities.

Before the Games, the Sport Department helped with the liaison and information flow between the IFs and the Co-host Cities, as well as formulation of the requirements for competition preparation.

During the Games, the Sport Department took the following responsibilities:

- Monitoring sports competition information from the Co-host Cities
- Operating the emergency management mechanism
- Issuing guidance from the Games-time Competition Command Group to the Co-host Cities

3.1.3 Working Timeline

Competition organisation for the Beijing Olympic Games was conducted in five phases.

Preparation (January 2002 - January 2003)

The objectives for this phase were to establish smooth liaison between BOCOG, the IOC and the IFs, work out a detailed plan for competition organisation, and devise a training plan for the core staff of competition

organisation.

Planning (January 2003 - December 2004)

The objectives for this phase were to develop the working procedures, establish competition organisation working groups, launch the operational mechanism, and select and train the core staff of competition organisation.

Preliminary Operation (January 2005 - December 2006)

Major tasks for this phase were to make detailed working plans and place the assigned personnel in position.

Test Operation (January 2007 - December 2007)

Major tasks of this phase were to stage test events and participate in the integrated rehearsals for the Games in order to further streamline the operational structure.

Adjustments (January 2008 - July 2008)

The major task of this phase was to make final preparations for the opening of the Beijing Olympic Games by correcting defects and solving problems emerging during test events and by continuing integrated rehearsals.

3.2 Competition Management



Competition management involves tasks of fixing competition schedules, conducting competition organisation and coordination, and administering sport entries & qualification operations.

3.2.1 Competition Schedules

At its 114th Session in November 2002, the IOC released the planned competition sports and events during the Beijing Olympic Games.

Sports and Events

During its session in Prague, the Czech Republic in June 2003, the IOC made amendments to add bicycle motocross (BMX) to the Games, while cancelling two track cycling events.

On April 28, 2006, the IOC announced that all competition events for the Beijing Olympic

Games were finalised. There would be 302 events, covering 28 sports for the Games. There would be 165 men's events, 127 women's events and 10 mixed events.

The 28 sports were: athletics, rowing, badminton, baseball, basketball, boxing, canoe/kayak, cycling, equestrian, fencing, football, gymnastics, weightlifting, handball, hockey, judo, wrestling, swimming, modern pentathlon, softball, taekwondo, tennis, table tennis, shooting, archery, triathlon, sailing and volleyball.

Newly added events were women's 3,000-metre steeplechase, BMX, men's and women's 10-kilometre swimming, women's team foil and women's team saber. The cancelled events included men's team foil and women's team epee. In addition, men's and women's table tennis doubles were replaced with table tennis teams.



Number of Events for the Olympic Games since 1996

Year	Games	Host City	Sports	Events
1996	XXVI	Atlanta	26	271
2000	XXVII	Sydney	28	300
2004	XXVIII	Athens	28	301
2008	XXIX	Beijing	28	302

Dates for the Games

BOCOG and the IOC exchanged views about specific dates for the Games.

Hosting the Olympic Games demands specific weather conditions and Beijing, in recent years, has had hot and humid summer days.

Advised by the IOC, BOCOG put forth its amended plans for the competition dates of the Olympic Games and made a detailed report at the IOC Coordination Commission session in December 2002.

BOCOG pointed out that the unfavourable weather conditions in Beijing such as choking heat, rainfall and storms would gradually decrease from July 25 to September 7 each year. It made two proposals accordingly: either delaying the Games by three weeks, to start on August 15 and end on August 31; or by two weeks, to start on August 8 and end on August 24.

On June 29, 2003, at its session in Prague, the IOC officially announced that the Beijing Olympic Games would be delayed by two weeks and would be hosted between August 8 and 24, 2008.

Schedules

The Beijing Olympic Games had 18 competition days (including football competition days ahead of the Opening Ceremony) with 625 competition sessions.

BOCOG made adjustments and optimised venues,

schedules and relevant arrangements.

After many discussions and negotiations with the IFs, BOCOG drafted the appraisal principle for the *Beijing Olympic Games Master Competition Schedule*, and made two major revisions to the *Master Competition Schedule* proposed during the bid phase. It optimised the details many times before the *Master Competition Schedule* was finalised and granted confirmation from relevant IFs.

In November 2005, at the fifth IOC Coordination Commission session, the *Master Competition Schedule* was presented to the IOC, and was approved of in principle.

The event competition schedules were drafted after an in-depth discussion with all national sports associations. Drafting also had to wait until competition managers finished negotiations through meetings or correspondence with the IFs.

The draft was then presented to the IOC, the IFs and the Beijing Olympic Broadcasting Co., Ltd (BOB) for review before it was officially submitted to the IOC.

In June 2006, the IOC approved of the schedules and distributed them to all Rights Holding Broadcasters (RHBs) through the BOB.

3.2.2 Operation and Coordination

With the approval of all the competition schedules,

BOCOG launched operations of competition organisation.

Competition Organisation Working Groups

Starting in early 2004, BOCOG set up 28 Competition Organisation Working Groups.

To standardise management of the Working Groups, the BOCOG Human Resources Department drafted the *Provisions for the Administration of Competition Organisation Working Groups*, and the Sport Department formulated the *Job Specifications for the Competition Organisation Working Groups*.

The competition manager of a Competition Organisation Working Group was responsible for a specific sport and the contact with the corresponding IFs. The candidate must have solid professional background and a good command of a foreign language in addition to other requirements.

Starting in 2004, the Sport Department selected the candidates for competition managers from new recruits of the Competition Organisation Working Groups, staff of national sports federations, interpreters for senior sports personnel, as well as new recruits

from the public.

At the sixth plenary session of the IOC Coordination Commission held in May 2006, all 28 competition managers were approved by the relevant IFs. It was the first time in the past three Olympic Games that all the competition managers were from China, the Host Country, a reflection of the great sports achievements China had made.

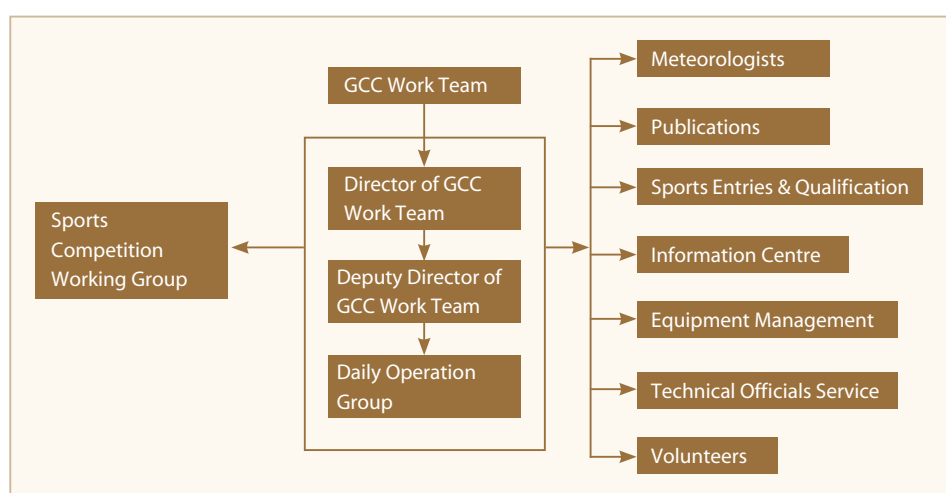
In March 2007, the Competition Organisation Working Groups entered their respective competition venues. They took part in a number of tasks such as assisting in establishing venue teams, planning for test events and conducting pre-Games personnel training.

By the opening of the Games, the 28 Competition Organisation Working Groups had 700 employees, who led some 4,600 volunteers to fulfill the tasks of competition organisation.

Games-time Competition Command Centre (GCC)

Based on the successful experience of previous Olympic Games and the specific needs of the Beijing Olympic Games, BOCOG set up the two-tier Games-time Competition Command Centre (GCC).

Organisational Structure of the GCC



The GCC served as a communication bridge between the IOC Sport Department, the IFs and the Main Operation Centre (MOC) of the Beijing Olympic Games.

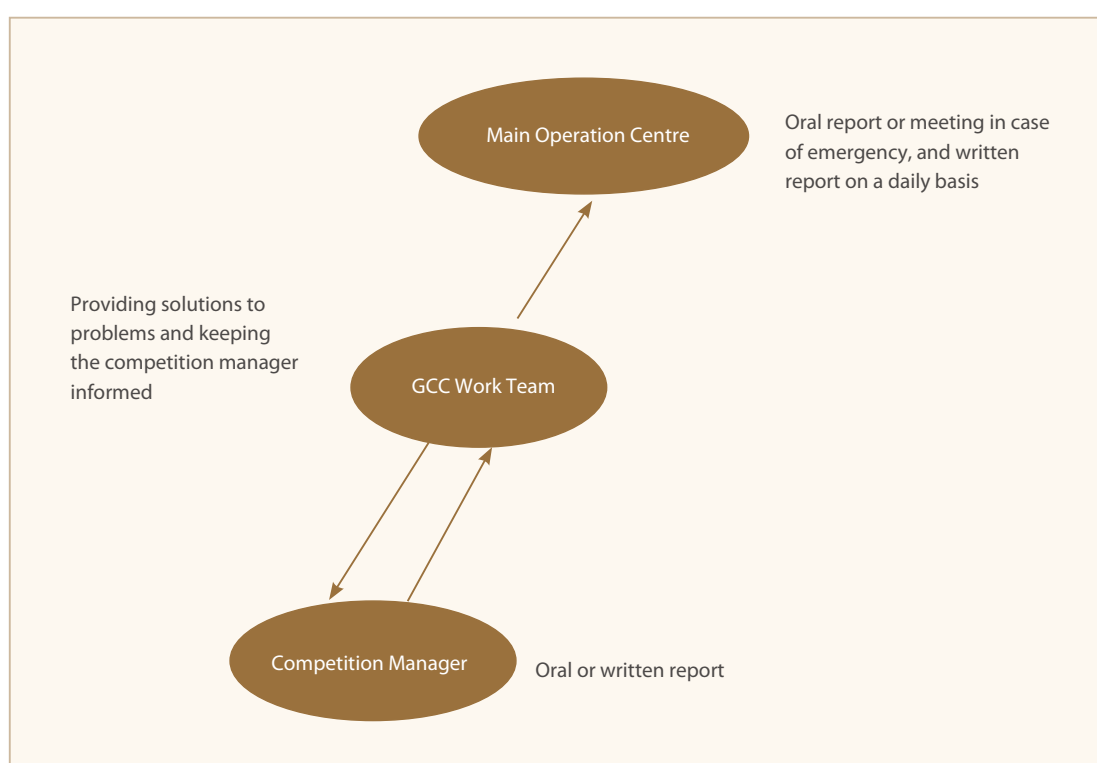
Other responsibilities of the GCC included: informing involved parties of amendments to the competition schedules, supervising the operations of the Olympic

Village Information Centre and the Sport Entries & Qualification Office, coordinating service for technical officials and management of volunteers.

The GCC was also in charge of monitoring the daily weather influence on competitions and providing the MOC with meteorological information.

In 2005, the BOCOG Sport Department formulated the *Manual for Training Operations for the Games-time Competition Command Centre* and integrated all resources to establish the GCC work team. Between 2006 and the opening of the Games, the GCC work team improved the operational schemes through the test events.

Reporting Scheme of the GCC Work Team



Between the opening of the Beijing Olympic Village and the closing of the Games, the 40 staff of the GCC work team in the Beijing Olympic Tower completed 720 hours of guard duty. In case of emergency, a total of 864 staff also conducted 432 hours of guard duty in the GCC office.

The GCC also invited meteorologists from Beijing Olympic Meteorological Service Centre to join the work team. Six meetings were held in regard to postponing or delaying eight competitions in response to intense rainfall in Beijing and Qingdao during the Olympic Games.

Coordination Efforts

In the early half of 2003, BOCOG signed agreements

with the governments of the Co-host Cities of Qingdao, Shanghai, Tianjin, Shenyang and Qinhuangdao, and stipulated rights and obligations of each party to guarantee the successful Games preparation in these cities.

In the same year, a liaison mechanism was established between the BOCOG Sport Department, the Project Management Centres of the General Administration of Sport of China, Beijing Sport University and the Qingdao Olympic Sailing Committee.

To meet the special needs of the equestrian events, BOCOG established contact with the Ministry of Agriculture of the People's Republic of China, the General Administration for Quality Supervision, Inspection and Quarantine, Beijing Agricultural Bureau,



Hong Kong Special Administrative Region to host the equestrian events of the Beijing Olympic Games

Beijing Entry-Exit Inspection and Quarantine Bureau, as well as the Beijing Municipal Health Bureau.

Considering the weather requirements, the BOCOG Sport Department strengthened its cooperation with the China Meteorological Administration and the Beijing Meteorological Bureau. Starting in 2007, the Sport Department sent weather liaison officers to consult the Beijing Olympic Games Meteorological Service Centre to guarantee operations in regard to specialised technical equipment such as exclusive weather information cable, video-conference system and Admin network.

3.2.3 Sport Entries & Qualification

The main task of Sport Entries & Qualification (SEQ) was to register entries for individual athletes or sports teams qualified for the Beijing Olympic Games in accordance with the quota allocated by the IOC.

SEQ Procedures

In 2005, coordinated by the BOCOG Technology Department, the Sport Department and Atos Origin Company, one of the Beijing 2008 Partners, studied the SEQ procedures.

The Beijing Olympic Accreditation Centre and the BOCOG International Relations Department were then consulted and the programmes of the SEQ

Management System were prepared. In addition, the *SEQ Specifications* and the first draft of the *Guidance for Games-time SEQ Training* were compiled.

Detailed SEQ procedures were devised in 2007, with the *Beijing Olympic Games Entry Form* and the *Sport Entry Application Manual* prepared for submission to the IOC and the IFs for approval. The SEQ Management System was also put in place.

SEQ information was collected during qualification events for the Beijing Olympic Games, which was submitted to the IOC Sports Department on a regular basis.

Through SEQ operations of 35 events in seven disciplines including sailing, beach volleyball, canoe/kayak slalom, baseball, cycling, archery, and canoe/kayak flatwater, testing of the SEQ procedures and the SEQ Management System was completed.

Registration

By August 7, 2008, BOCOG had received 9,572 entry forms from 205 countries and regions, involving 11,570 athletes.

The SEQ Office completed the confirmation of names, events and qualifications of athletes from 204 NOCs, with some 11,193 athletes who were to compete in the 302 events in 38 disciplines.



Delegates of the International Tennis Federation visit BOCOG

3.3 Coordination with the IFs



In the spirit of mutual understanding and respect, BOCOG and the IFs conducted coordination, in which BOCOG organised the competition events in conformity with the IFs rules, regulations and technical requirements, while the IFs shared their rich experience and expertise with BOCOG and assisted BOCOG in competition organisation.

3.3.1 Memorandum of Understanding

With a focus on the communication and cooperation between the two parties, BOCOG and the IFs signed the *Memorandum of Understanding*, which was based on the *Agreement of Cooperation* signed usually between the organising committees of the previous Olympic Games and the IOC.

The *Memorandum of Understanding* consisted of two parts - the “principles” and the “attachments”.

In the “principles”, BOCOG and the IFs clarified their respective rights and obligations in preparing for and

hosting the Beijing Olympic Games.

The “attachments” specified the services BOCOG should provide and the technical requirements put forth by the IFs.

BOCOG signed the “principles” of the *Memorandum of Understanding* with all the 28 IFs prior to the Games, which was adopted by the IOC as a practice recommended to the future Games organisers.

3.3.2 Coordinating Mechanism

To guarantee smooth communication between BOCOG and the IFs, the IFs each designated its liaison officer to take charge of coordination.

During the preparation period, the BOCOG Sport Department received 189 visits with a total of 439 IFs staff. The Sport Department also organised 116 trips with a total of 200 staff from the Competition Organisation Working Groups.

At the annual session of the General Association of International Sports





Performance at the Opening Ceremony of SportsAccord 2007

Federations (GAISF, now rebranded as SportsAccord) from 2004 to 2007, BOCOG respectively briefed the GAISF and the Association of Summer Olympic International Federations (ASOIF) about the progress of preparations for the Beijing Olympic Games and distributed the *BOCOG Competition Organisation Progress Report* to more than 100 international sports organisations.

The BOCOG Sport Department assisted the International Relations Department in making presentations about competition organisation to the eight IFs of gymnastics, swimming, judo, rowing, sailing, badminton, fencing and handball.

In 2005, the Sport Department began employing international advisers, and upon the opening of the Games, more than 200 international experts had taken part in the Games competition organisation.

3.3.3 Venue Adjustments

Beginning in 2002, the BOCOG Sport Department and Construction Department put forth adjustment plans for competition and training venues on condition that the adjustments should neither hinder competition

operations nor violate the promises BOCOG had made. The adjustments involved 22 changes in terms of location, number of seats and functional layouts at 21 venues.

In 2003, in its negotiation of university venue adjustments, the Sport Department exchanged information with the IFs of badminton, judo, taekwondo, wrestling as well as other sports. It also received visiting delegations from the IFs of wrestling, judo, taekwondo, table tennis, badminton, weightlifting and swimming.

In early 2005, the Sport Department informed the IFs, through official letters, of the technical standards of all the training venues and solicited suggestions. BOCOG then stepped up adjustments to and optimisation of venue operations, during which the Sport Department made every effort to reduce the negative impacts of venue adjustments.

During the two and a half years of negotiation on venue adjustments, the Sport Department built up mutual trust with the parties concerned and all the venue adjustments were approved by the IOC and the IFs concerned, which laid a solid foundation for smooth competition organisation.

3.4 National Technical Official Training



In preparing for the Beijing Olympic Games, BOCOG paid close attention to training of the Chinese managerial personnel for sports competitions. This approach was not only a guarantee for the success of the Beijing Olympic Games, but also of strategic significance for the future sports development of China.

3.4.1 Training Plans

Training of National Technical Officials (NTOs) was mainly focused on international charters, conventions, rules and regulations, as regards each competition sport, competition organisation procedures, NTO job specifications, professional skills and necessary language proficiency.

Training started in early 2005 and ended right before the commencement of the Games in 2008, and was conducted through following means:

- Workshops offered by the IFs in

China

- Training courses during sports competitions in China
- Professional theoretical and operational training courses
- International training programmes and internships
- Intensive English training courses (for 120 core NTOs)

The BOCOG Human Resources Department and Sport Department jointly planned for the NTO training programmes, while the Chinese Olympic Committee (COC), Chinese sports associations and the IFs worked together to offer training.

3.4.2 NTO Statistics

There were altogether 2,915 technical officials for the Beijing Olympic Games, of whom 1,649 were international technical officials and 1,266 were national technical officials.

Statistics of the national technical officials are listed in the table below.

National Technical Officials at the Beijing Olympic Games

Number	Sports	Disciplines	Number of NTOs
1	Athletics	Athletics	216
2	Rowing	Rowing	50
3	Badminton	Badminton	81
4	Baseball	Baseball	8
5	Basketball	Basketball	48
6	Boxing	Boxing	6
7	Canoe	Canoe/Kayak (flatwater)	29
		Canoe/Kayak (slalom)	20
8	Cycling	Track Cycling	20
		Mountain Biking	
		BMX	
		Road Cycling	
9	Equestrian	Jumping, Dressage, Eventing	120
10	Fencing	Fencing	29
11	Football	Football	18
12	Gymnastics	Artistic Gymnastics	22
		Trampoline	2
		Rhythmic Gymnastics	13
13	Weightlifting	Weightlifting	25
14	Handball	Handball	18
15	Hockey	Hockey	10
16	Judo	Judo	46
17	Wrestling	Freestyle, Greco-Roman	25

Number	Sports	Disciplines	Number of NTOs
18	Swimming	Swimming	58
		Synchronised Swimming	
		Diving	
		Water Polo	
19	Modern Pentathlon	Modern Pentathlon	45
20	Softball	Softball	8
21	Taekwondo	Taekwondo	10
22	Tennis	Tennis	50
23	Table Tennis	Table Tennis	33
24	Shooting	Shooting	50
25	Archery	Archery	15
26	Triathlon	Triathlon	10
27	Sailing	Sailing	115
28	Volleyball	Volleyball	40
		Beach Volleyball	26
Total	28	38	1,266

3.4.3 Training Implementation

NTO training was provided through various channels:

Workshops and Seminars

In 2003, Bob Elphinston, the IOC consultant and Director of the Sport Department for the Organising Committee for the Sydney Olympic Games, was invited to host a workshop in Beijing to share the experience in organising the Games in Sydney.

About 80 staff, including representatives from the

COC, the Chinese Disabled Persons' Federation, Beijing Municipal Bureau of Sports, the 28 BOCOG Competition Organisation Working Groups, all the staff from the BOCOG Sport Department and representatives from other BOCOG departments, attended the workshop.

Seminars regarding equestrian events were also organised. For example, in 2002, the first tutorial class for equestrian knowledge was offered. In the following year, several renowned international experts were invited to give lectures on transporting horses and establishing non-endemic zone, as well as equestrian

competition organisation.

Statistics showed that between early 2005 and the opening of the Games, 98 workshops and seminars concerning 28 sports were organised, which significantly improved the NTOs professional skills.

Observation during Large-scale International Sports Events

The NTOs were sent to large-scale international sports events such as the Salt Lake Olympic Winter Games, the FIFA World Cup, the Commonwealth Games, and the Busan Asian Games, and they learned a lot about utilisation of temporary structures and facilities, Internet operations, competition organisation, spectator organisation and security operations.

Field Study to Other Olympic Games

Starting in 2002, field trips were organised to the Athens 2004 Olympic Games and the Torino 2006 Olympic Winter Games.

Starting in 2003, with support from the IOC and the IFs, BOCOG sent staff to work as interns for the Athens Olympic Games and other international sports events organised by the IFs.

Training in Good Luck Beijing Test Events

The NTOs also took part in the 46 Good Luck Beijing Test Events, during which their professional skills were greatly enhanced.



BOCOG staff does internship at the Torino 2006 Olympic Winter Games

3.5 Sports Equipment



Sports equipment plays a vital part in hosting the Olympic Games, and the BOCOG Sport Department worked with other functional departments to complete the tasks of procurement planning, purchasing confirmation, and equipment installation and maintenance.

3.5.1 Procurement Plan

In terms of sports equipment procurement, BOCOG established a working group composed of members from its relevant departments. The working group was responsible for selecting sports equipment suppliers and making purchases.

The Sport Department was designated as the executive body for the use and management of sports equipment during the Olympic Games. It took charge of setting technical standards regarding the sports equipment to be used in the 38 disciplines of 28 sports, as well as market prices of the equipment. The Sport Department also negotiated with the suppliers to finalise the prices.

The BOCOG Logistics Department was responsible for the transportation, distribution and storage of sports equipment.

The suppliers undertook the installation, testing and maintenance of sports equipment. The IFs and each of the Competition Organisation Working Groups were responsible for quality control.

Working procedures for equipment procurement included:

- Setting the overall procurement plan and budget
- Selecting sports equipment suppliers
- Conducting follow-up market research
- Reviewing budget
- Placing orders
- Effecting purchase
- Monitoring equipment performance through test events
- Making supplementary equipment purchase if necessary

BOCOG collaborated with relevant sectors and established a joint meeting system to supervise equipment procurement. Meetings were held to address problems



Maintenance of equipment

found in the purchasing and management procedures.

3.5.2 Purchase Confirmation

In 2005, drawing on the experience from previous domestic and international sports events including the Sydney and the Athens Olympic Games, BOCOG compiled and submitted to the IFs the lists of sports equipment required for the Beijing Olympic Games.

More than 2,300 types of sports equipment, totalling some 1.4 million pieces, were settled for the Games.

In 2006, the Sport Department collected supplier information from relevant IFs, and submitted it to BOCOG departments concerned for organising tenders and bids in regard to sports equipment procurement.

All the sports equipment suppliers obtained certification from the IFs before they attended the tenders and bids.

In January 2007, the Italian Mondo Group became the first sports equipment supplier for the Beijing Olympic Games, providing rubber and PVC flooring for all basketball and handball courts, as well as athletic

tracks.

In accordance with the requirements of the IOC and the IFs, BOCOG recommended to the IFs a number of Chinese sports equipment manufacturers, who, having gone through negotiations, field inspections and test events, were eventually accepted as sports equipment suppliers of the Beijing Olympic Games.

Altogether, 76 sports equipment suppliers, of which 36 came from China, were chosen for the Games. Some of them were appointed by relevant IFs, and the rest all obtained authorisation through marketing programmes organised by the BOCOG Marketing Department.

3.5.3 Installation and Maintenance

Sports equipment suppliers were in charge of installing, testing and maintaining the equipment used for training and competition sessions of the Beijing Olympic Games.

In the Good Luck Beijing Test Events, all the sports equipment needed was installed, with test operations conducted. Improvements were made during the process.

By July 2008, all the sports equipment was prepared, which helped guarantee the athletic performance of the Olympic Games in Beijing.

Summary

BOCOG attached great importance to competition organisation for the Olympic Games and established professional competition organisation working groups.

Competition schedules were carefully arranged, with adjustments made, to enhance their feasibility. Sport entries & qualification operations were also conducted smoothly to facilitate competition organisation.

With the *Memorandum of Understanding*, BOCOG and

the IFs clarified their respective rights and obligations. The document effectively improved the cooperation and coordination between the parties concerned in organising the competition events of the Games.

In the preparation for sports equipment, a number of Chinese manufacturers emerged on the market and constituted an important force in supplying for the Olympic Games.





Chapter 4

Marketing

On September 1, 2003, BOCOG launched the *Marketing Plan for the Beijing Olympic Games*. Focused on sponsorship, licensing and ticketing, the *Marketing Plan* enabled Chinese and international enterprises to extensively participate in the preparation for and hosting of the Games through providing funds, technology and services.



Launching ceremony of the *Marketing Plan for the Beijing Olympic Games* (September 1, 2003)

4.1 Sponsorship



As a package plan spanning five years, the *Sponsorship Scheme for the Beijing Olympic Games* covered a great variety of products and services. Sponsors were able to conduct marketing activities in the name of the Beijing Olympic Games, the Chinese Olympic Committee (COC) and the Chinese Olympic Delegation.

4.1.1 Sponsorship Scheme

The *Sponsorship Scheme*, which specified composition of sponsorship, sponsor selection standards, rights and interests, sales models, etc., was aimed at strengthening sponsors' exclusive rights and privileges.

Composition

In line with the *Scheme*, the Worldwide Olympic Partners (TOPs), designated by the IOC and serving the term between 2005 and 2008, provided full support for the Olympic Movement and the Beijing Olympic Games. Moreover,

the *Beijing Olympic Sponsorship Programme* was devised particularly for sponsorship operations regarding the Beijing Olympic Games.

The *Beijing Olympic Sponsorship Programme* involved Beijing 2008 Partners, Beijing 2008 Sponsors and Beijing 2008 Suppliers (including Beijing 2008 Exclusive Suppliers). The three-tier arrangement was aimed to generate adequate funding sources, which, at the same time, provided ample opportunity for the participation of enterprises. Size of sponsorship was the basic factor in distinguishing these Partners, Sponsors and Suppliers. Also, one Partner, Sponsor or Supplier was usually chosen for a certain type of product or service.

Rights and Interests

The Partners, Sponsors and Suppliers enjoyed different rights and interests in accordance with their contributions to the Beijing Olympic Games. Major rights and privileges included:

- Use of symbols and typeface of BOCOG and the COC to promote products or services
- Exclusive rights to promote certain products or services
- Games-time services such as accommodation, venue access pass, tickets for the Opening and Closing Ceremonies and competition sessions, and use of the Sponsorship Hospitality Centre
- Privilege of purchasing the rights to run Games-time TV commercials and outdoor advertisements
- Privilege of sponsoring cultural events such as the Olympic Torch Relay
- Participation in sponsorship seminars and field research organised by BOCOG
- Participation in sponsor recognition and acknowledgement programmes implemented by BOCOG
- BOCOG protection from damage caused by ambush marketing

4.1.2 Selection of Sponsors

As early as June 2002, BOCOG entrusted the China Enterprises Evaluation Association to give advice in terms of the industries and enterprises that might agree to be sponsors for the Olympic Games in Beijing. The research results were submitted to the IOC in December of the same year.

Selection of sponsors began right after the *Marketing Plan* for the Games was launched. By the end of 2007, 62 renowned enterprises from home and abroad had become Beijing 2008 Partners, Sponsors and Suppliers, and 35 enterprises had been selected to sponsor the Beijing Paralympic Games.

Beijing 2008 Partners

The Olympic Games in Beijing involved 12 TOPs and 11 Beijing 2008 Partners (Johnson & Johnson became

both a TOP and a Beijing 2008 Partner).

The TOPs serving the term between 2005 and 2008 included:

- Coca-Cola (China)
- GE
- Eastman Kodak
- Manulife Canada
- Omega (Switzerland)
- Samsung Electronics
- Johnson & Johnson
- Lenovo
- McDonald's
- Panasonic Electronics
- VISA International

Among these enterprises, Lenovo signed an agreement in Beijing in March 2004 with the IOC, BOCOG and the Organising Committee for the Torino 2006 Olympic Winter Games, and became the first Chinese enterprise recognised as a TOP.

Recruitment of Beijing 2008 Partners began in November 2003, with the first targeted group including automobile, banking, and fixed and mobile telecommunications industries. In April 2004, the second group of Partners were chosen from air travel, petrochemical, sportswear, insurance and electricity utility industries.

The agreement signed between BOCOG and the State Grid of China in January 2006 marked the conclusion of Beijing 2008 Partners recruitment.

Beijing 2008 Partners

Enterprise	Signing Date	Sponsored Item
Volkswagen Group (China)	June 10, 2004	Funding, vehicle and related services
Bank of China	July 14, 2004	Financial services
China Mobile Communications Corporation	July 21, 2004	Mobile telecommunications
China Network Communications Group	July 22, 2004	Fixed telecommunications
China National Petroleum Corporation	May 30, 2005	Petrol and natural gas
China Petrochemical Corporation	October 11, 2004	Funding, petrochemicals and related services
Air China	August 4, 2004	Air passenger transportation
Adidas (Suzhou) Corporation, Ltd. and Adidas-Salomon AG	January 24, 2005	Sports equipment and sportswear
Johnson & Johnson	July 26, 2005	Personal care supplies
The People's Insurance Company of China	September 15, 2005	Insurance
State Grid Corporation of China	January 24, 2006	Power supply

Beijing 2008 Sponsors

Recruitment of Beijing 2008 Sponsors began on March 31, 2005. By the end of that year, 10 enterprises from home and abroad were selected, and SOHU.com became the first ever Internet sponsor in the history of the Olympic Games.

Beijing 2008 Sponsors

Enterprise	Signing Date	Sponsored Item
United Parcel Service of America (UPS)	July 27, 2005	Logistics and express delivery
Haier Group	August 12, 2005	Household appliances
Budweiser	September 28, 2004	Beer
SOHU.com	November, 7, 2005	Internet content service

Enterprise	Signing Date	Sponsored Item
Inner Mongolia Yili Industrial Group Co., Ltd.	November 16, 2005	Dairy products
Tsingtao Beer Corporation Ltd.	August 11, 2005	Beer
Beijing Yanjing Beer Company Ltd.	August 10, 2005	Beer
BHP Billiton Ltd.	December 8, 2005	Minerals for medals
Heng Yuan Xiang (Group) Co., Ltd.	December 22, 2005	Funding, clothing, household textile and woolen products
Uni-President Investment (China) Corp.	September 12, 2006	Funding and related services

Beijing 2008 Suppliers

The Beijing 2008 Exclusive Suppliers and Beijing 2008 Suppliers provided material support for preparing for and hosting the Games. Between December 2005 and July 2007, 15 enterprises each were selected as Exclusive Suppliers and Suppliers.

Beijing 2008 Exclusive Suppliers

Enterprise	Signing Date	Sponsored Item
COFCO Wines & Spirits (GREATWALL WINE)	August 16, 2006	Wine
Jiali Grain And Oil (China) Co., Ltd.	October 25, 2006	Cooking oil
Beijing Gehua Ticketmaster Ticketing	October 27, 2006	Ticketing services
Mengna Hosiery	March 1, 2006	Socks and related products
Beifa Group	April 3, 2006	Stationery
Zhongshan Vantage Gas Appliances Stock Co., Ltd.	April 28, 2006	Gas appliances
Beijing YADU Indoor Environmental Protection Science & Technology Co., Ltd.	May 11, 2006	Air fresheners and humidifiers
Effem Foods (Beijing) Co., Ltd.	May 24, 2006	Chocolate products
Beijing Kinghey Foods Co., Ltd.	July 26, 2006	Pork and pork products
Zhengzhou Synear Food Co. Ltd.	September 4, 2006	Instant frozen foods

Enterprise	Signing Date	Sponsored Item
Technogym	February 8, 2007	Fitness equipment
Hong Kong Royal Furniture Holding Limited	March 9, 2007	Household furniture
Staples Commerce & Trade Co., Ltd.	April 12, 2007	Office furniture
Aggreko International Power Projects	July 10, 2007	Temporary power generation and transmission devices and thermostats
Schenker China Ltd. (Schenker Logistics)	December 13, 2006	Shipping agents and Customs clearance

Beijing 2008 Suppliers

Enterprise	Signing Date	Sponsored Item
Taishan Sports Industry Group Co., Ltd.	May 16, 2007	Sports equipment for gymnastics, judo, wrestling, taekwondo, boxing and track & field
EF Business Consulting (Shanghai) Co., Ltd.	March 2, 2007	Language training
Beijing Aifly Education & Technology Co.	June 18, 2007	Language training
Crystal Digital Technology Co., Ltd.	August 2, 2006	Image design
Yuanpei Century (Beijing) Education and Technology Co., Ltd.	December 30, 2006	Language service
Aokang Group Co., Ltd.	March 22, 2007	Leather products
Guangzhou Liby Enterprise Group Co., Ltd.	April 10, 2007	Detergent
PWC Zhong Tian CPAs Co., Ltd.	April 25, 2007	Accounting service
Guangzhou Dayang Motorcycle Co., Ltd.	May 24, 2007	Motorcycles
Capital Information Development Holdings Co., Ltd.	June 15, 2007	Language service
Unipack (Beijing) Co., Ltd.	July 09, 2007	Printing
Microsoft (China) Co., Ltd.	June 28, 2007	Software
Kokuyo Co., Ltd. (Japan)	July 12, 2007	Office design

Enterprise	Signing Date	Sponsored Item
Newauto Silicon Valley Video Technology Co., Ltd.	August 1, 2007	Computer translation service
Mondo (Italy)	December 19, 2006	Basketball court, Handball cancha and track & field ground

Other Sponsorship Programmes

The Beijing 2008 Olympic Torch Relay, with its duration and scale, needed an independent sponsorship programme. As the Torch Relay was internationally held, BOCOG selected Coca-Cola (China), Samsung Electronics and Lenovo as Torch Relay Partners. The three enterprises enjoyed exclusive rights such as the presence of their logos and brands throughout torchbearer selection and relay legs at home and abroad. Volkswagen Group and Bank of China became Torch Relay Suppliers.

In addition to sports equipment suppliers designated by the IFs, BOCOG recruited 15 sports equipment manufacturers from home and abroad as Sports Equipment Suppliers for 18 Olympic Game sports in Beijing. These suppliers also took charge of installation, adjustment and equipment maintenance.

On May 22, 2007, BOCOG and the Hong Kong Olympic Equestrian Committee launched the *Beijing Olympic Games Equestrian Events Marketing Programme*, which was created to accommodate Olympic enthusiasm of enterprises in Hong Kong by recruiting local sponsors and licensed retailers. The sponsors, including collaborative sponsors and supportive sponsors, were able to associate their logos and brands with the Beijing Olympic Games equestrian events, the Hong Kong Olympic Delegation and the Hong Kong Olympic Committee.

BOCOG also solicited sponsorship for the Beijing Paralympic Games. Altogether 35 enterprises became sponsors of the Beijing Paralympic Games, among whom were nine TOPs and 11 Beijing 2008 Partners. Atos Origin (Beijing), Volkswagen Group (China), Omega (Switzerland), Lenovo Group, China National

Petroleum Corporation, Johnson & Johnson, Coca Cola (China) Beverage Co, Ltd., Panasonic Corporation and Adidas (Suzhou) Corporation Ltd. provided sponsorship for the Chinese Paralympic Delegation. 10 Beijing 2008 Sponsors and six Beijing 2008 Providers also became sponsors and partners of the Paralympic Games in Beijing.

4.1.3 Service for Sponsors

On February 2, 2005, BOCOG inaugurated the Beijing 2008 Olympic Games Partner Club, the first of its kind in Olympic Games history, with the hope of providing a platform for the Beijing 2008 Partners to get together and communicate with each other.

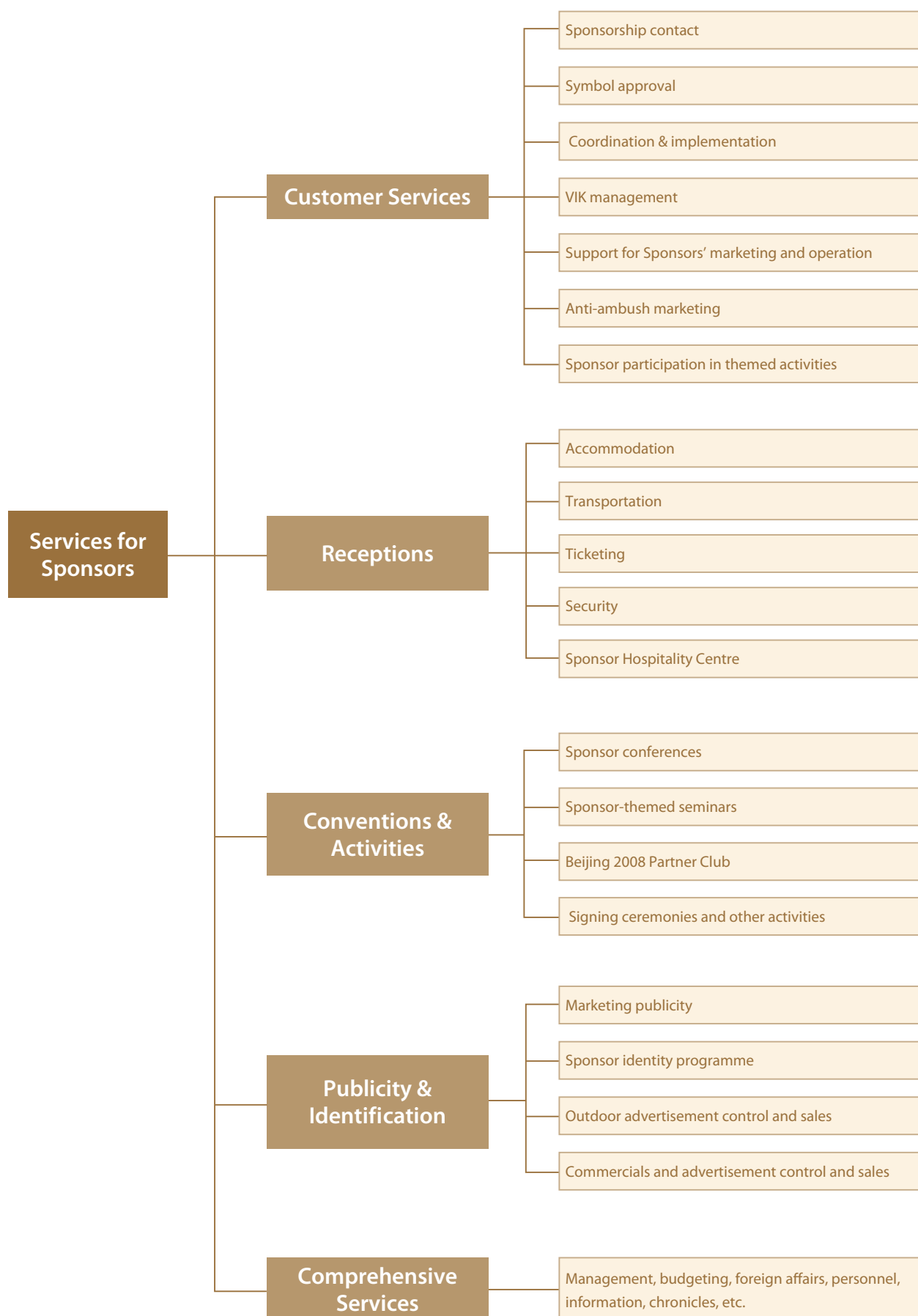
The BOCOG Marketing Department organised 16 events after the club was established, which received a warm welcome from the Partners. Many of them co-sponsored the events.

Between March 17 and April 1, 2008, in line with the conventions of previous Olympic Games, BOCOG and the IOC jointly organised some 20 seminars for the Partners to exchange ideas about Games-time operation plans.

Between 2005 and 2008, an annual conference was held for sponsors, at which important issues were discussed and experiences exchanged. The sponsors were also informed of the progress in Games preparation.

Starting in 2007, the Marketing Department established a work team and appointed customer service managers to take charge of service for each category of sponsorship (see the chart below).

Pre-Games Sponsor Services





During the Beijing Olympic Games, sponsor services included the following tasks:

- Assistance in implementing sponsor operation plans
- Accommodation, transportation, accreditation, arrival & departure, security, ticketing, etc.
- Operation of the Sponsor Hospitality Centre
- Accreditation operations at the airport
- Operation of sponsor hospitality suites

During Games time, 35 sponsor reception hotels were prepared, with approximately 8,400 rooms. 760,000 tickets for the Opening and Closing Ceremonies and competition events were distributed to sponsors and 1,053 vehicles were leased. 26,715 staff members from the sponsors received accreditation service, among whom, 364 were VIP accredited members. Rate Cards were also available for sponsors in need of services such as vehicle and telecommunications.



4.2 Licensing



The *Beijing Olympic Games Licensing Programme* involved products carrying Olympic intellectual property rights, such as the Beijing Olympic Games emblem and mascots and the commercial symbols of the Chinese Olympic Committee. Enterprises manufacturing and marketing these products had to obtain authorisation from BOCOG.

The *Licensing Programme* was aimed at promoting Olympic brands and images. A complete range of products with unique Chinese characteristics and Beijing flavour were designed to cater to different customer groups.

In line with the *Licensing Programme*, BOCOG completed the following tasks:

- Selecting enterprises to develop product series to promote Beijing Olympic brands and images
- Formulating and implementing effective marketing strategies
- Establishing an efficient retail network for pre-Games and Games-time product sales
- Strengthening the image of licensed shops to showcase

Olympic culture

- Guaranteeing anti-counterfeiting features for licensed products and cracking down on fake products

The *Licensing Programme* was composed of three sub-programmes regarding licensed products, commemorative coins and commemorative stamps. It was carried out at home during the second half of 2003 and internationally right after the Athens Olympic Games in 2004.

4.2.1 Licensed Products

In August 2004, BOCOG started the *Beijing Olympic Games Licensing Programme* one-year trial operation. On November 2, 2005, the *Licensing Programme* was officially launched.

Production

In selecting licensed enterprises for production and sales, BOCOG implemented several principles:

- Basing selections on market research, qualification assessment and field inspection
- Focusing on financial strength,

1	
2	

1. Inaugural Ceremony of the Beijing 2008 Olympic Games Partner Club (February 2, 2005)

2. Outside of the Olympic Hospitality Centre

design and production capacity, quality control, environmental standards, anti-counterfeiting measures, marketing strategies, sales network and after-sales service

- Attaching importance to prompt license fee submission
- Renewing contracts periodically in accordance with

contract fulfillment assessment

In May 2006, recruitment of licensed enterprises was completed. Then on June 29, 23 manufacturers and 23 retailers signed contracts with BOCOG and became the first Beijing Olympic Games licensed enterprises. Altogether BOCOG engaged 67 licensed



Opening of the Spring Fair of Licensed Olympic Products (April 4, 2006)

manufacturers and 81 licensed retailers from China's state-owned, joint-venture and private enterprises.

BOCOG appointed a panel, composed of representatives from trade associations and experts from various fields to examine licensed products in terms of design, quality and price.

Promotion

Over 7,000 different kinds of licensed products were developed for the Beijing Olympic Games, belonging to 10 categories including badges, apparel and accessories, stationery, handicrafts, cases and bags, household textiles, articles of daily use, precious metal ware, precious stone and jade ware, and banners and flags.

To promote the licensed Olympic products, BOCOG reduced the licensing fee from 10 per cent to eight per cent, and the price of Olympic souvenirs was lowered by eight to 10 per cent. These efforts were applauded by customers.

A licensed product sales network, composed of some 3,000 licensed shops, counters and agencies, was established across the 31 Chinese provinces, autonomous regions and municipalities. The postal sector and the rural commodity retail network were also incorporated to enhance sales of Olympic licensed products. A licensed flagship shop was opened on the busy Wangfujing Commercial Street in downtown Beijing. The shop covered an area of 1,000 square metres and offered a great variety of licensed Olympic

products.

In 2005, BOCOG launched the marketing of licensed products outside China. It signed agreements with the Olympic Committees of the United States, Canada, Japan and Britain and authorised them to conduct sales operations within their jurisdictions.

BOCOG also designated chief sales agencies to take charge of international sales of licensed products in countries and regions other than the United States, Canada, Japan and Britain.

In 2007, BOCOG even opened online shops to boost the sales of licensed Olympic products.

During the Beijing Olympic Games, the BOCOG Marketing Department authorised four licensed venue retailers to open 54 shops at 39 competition and non-competition venues, which occupied a total business area of more than 6,000 square metres and covered almost all places of daily activities for athletes, accredited members and spectators.

On August 8, 2008, the 3,000-square-metre Beijing Olympic Superstore was opened in the Olympic Green Central Area.

4.2.2 Commemorative Coins

The *Commemorative Coins Programme* included general commemorative coins, precious metal commemorative coins and commemorative bills, all featuring the Beijing Olympic Games emblem, competition venues, competition events, places of interest in Beijing as well as Chinese cultural traditions.

BOCOG authorised the People's Bank of China, the country's only legitimate institution to issue commemorative coins and bills, to exclusively implement the *Beijing Olympic Games Commemorative Coins Programme*.

In actual operation, the sales network of the China Banknote Printing & Minting Corporation and the China Gold Coin Corporation (both are subordinate to the People's Bank of China), branches and offices of the People's Bank of China and Beijing Olympic Games licensed shops carried out marketing of

commemorative coins and bills.

The *Beijing Olympic Games Commemorative Coins Programme* was officially launched after BOCOG and the People's Bank of China signed with the IOC the *Agreement on Issuing Commemorative Coins for the Games of the XXIX Olympiad* on April 26, 2006.

July 2006 witnessed the first set of two general commemorative coins and the first set of six precious metal commemorative coins. In September, BOCOG and the People's Bank of China jointly held in Beijing the ceremony for issuing the coins.

In December of the same year, the IOC and China Gold Coin Corporation signed the *Agreement on Distribution Sales of Commemorative Coins Outside the People's Republic of China*.

In January 2007, a second set of eight precious metal commemorative coins was unveiled, followed by a second set of two general commemorative coins in July.

In 2008, the first commemorative bill in Olympic Games history made its debut, together with a third set of nine precious metal commemorative coins and the final set of three general commemorative coins.

Altogether, the People's Bank of China issued 29 10-kilogramme gold coins, 4,016 five-ounce gold coins, 360,000 one-third-ounce gold coins, 40,016 one-kilogramme silver coins and 1.92 million one-ounce silver coins. Altogether, nine types of gold coins and 14 types of silver coins were made public.

As for general commemorative coins, between July 2006 and July 2008, the People's Bank of China issued eight one-yuan commemorative coins, totalling 10 million pieces with a total value of RMB 80 million. In 2008, the Bank also issued 10 million 10-yuan commemorative bills, with a total value of RMB 100 million.

4.2.3 Commemorative Stamps

The *Beijing Olympic Games Commemorative Stamps Programme* included general commemorative stamps, special commemorative stamps and stamp collection products, all featuring Olympic intellectual property rights.



Counter for Beijing Olympic Games commemorative stamps at a post office in Beijing

- General commemorative stamps focused on subjects such as the Beijing Olympic Games emblem, mascots, competition venues, competition events and other themed activities.
- Special commemorative stamps were designed for the Beijing 2008 Olympic Torch Relay, the gold medalists of the Games in Beijing as well as partners and sponsors of the Games.
- Stamp collection products included Beijing Olympics-themed commemorative envelopes, first-day covers, stamp folders, postcards and stamp albums.

China Post's sales network and licensed Beijing Olympic Games shops handled marketing of commemorative stamps and stamp collection products. Promotion outside the jurisdiction of the Chinese Olympic Committee was conducted in line with relevant IOC regulations.

As early as July 13, 2002, BOCOG issued the commemorative envelope, stamp folder and commemorative badge for the first anniversary of Beijing's successful bid for the Olympic Games.

On November 7, 2005, the *Beijing Olympic Games Commemorative Stamps Programme* was officially launched with BOCOG and China Post signing a licensed operation agreement on issuance of the commemorative stamps and stamp collection products. The *Programme* would cover the span from the debut of the official mascots to the commencement of the Olympic Games.

On November 11, 2005, Fuwa, the Beijing Olympic Games mascots, were unveiled at the 1000-day countdown celebration for the opening of the Olympic Games. The next day, in the Great Hall of the People, BOCOG and China Post celebrated the issuance of Commemorative Stamps for the Beijing Olympic Games Emblem and Mascots, which had six stamps featuring the emblem and the five mascots.

Commemorative stamps and stamp collection products released between January 2006 and December 2007 were primarily aimed to promote Olympic knowledge as well as introduce competition events and Beijing Olympic venues.

Starting in January 2008, emphasis of the *Commemorative Stamps Programme* was shifted to promoting events such as the Torch Relay, the Opening and Closing Ceremonies and sports competitions of the Games. Throughout 2008, BOCOG and China Post released eight sets of Olympic commemorative stamps and hundreds of kinds of stamp collection products. They also jointly issued commemorative stamps with London, the Host City of the Olympic Games in 2012.

Altogether, 116 million copies of 24 standard commemorative stamps with a face value ranging from 60 fen to 15 yuan each were sold. Sales of special commemorative stamps and stamp collection products totalled 3.5 million copies and one million copies respectively.

4.3 Ticketing



As one of the three major components of the *Marketing Plan for the Beijing Olympic Games*, the *Ticketing Programme* was launched in October 2006. Ticketing service operations were created in preparing for and hosting the Games, with 6.5 million tickets sold in total.

4.3.1 Preparations

At the beginning, the BOCOG Marketing Department was in charge of the *Programme*. In September 2006, the Beijing Olympic Ticketing Centre was established to take over ticketing operations for the Opening and Closing Ceremonies as well as sports events during the Olympic and Paralympic Games. Major tasks completed by the Ticketing Centre included:

- Formulating policies and the operational plan
- staging publicity campaign for ticketing operations
- Opening up sales channels
- Developing and maintaining the Beijing Olympic Ticketing System
- Implementing ticket sales

- Supervising ticket manufacturing and distribution
- Managing Games-time venue ticketing operations

In designing and manufacturing tickets for the Games, anti-counterfeiting features including Radio Frequency Identification (RFiD) technology, as well as environmentally-friendly materials and high-tech printing, were employed. RFiD technology also made ticket checking fairly easy.

Through tender and bid, BOCOG selected Beijing Gehua Ticketmaster, an experienced ticketing agency which had participated in ticketing operations within the Chinese mainland during the previous Olympic Games, as the exclusive ticketing service provider. The agency developed the Ticketing System and integrated resources for ticketing operations.

Income level of the Chinese public was taken into consideration in deciding on ticket prices.

On November 29, 2006, BOCOG announced the highest and lowest ticket prices for the Opening and





Sample ticket for the Beijing Olympic Games

Closing Ceremonies and competition events. On March 8, 2007, the official Beijing Olympic ticket website was put into operation, with detailed ticket prices released to the public.

Tickets for the Opening and Closing Ceremonies of the Beijing Olympic Games were priced in five classes, ranging respectively from RMB 200 to 5000 and from RMB 150 to 3,000.

Price ranges of the tickets for some popular sports are listed below:

- Athletics - RMB 50 to 800
- Basketball - RMB 50 to 1000
- Diving - RMB 60 to 500
- Swimming - RMB 100 to 800
- Football - RMB 40 to 800

Tickets for some events, such as mountain bike cycling, modern pentathlon, 10-kilometre swimming and boxing, cost even less, ranging from RMB 30 to 50. Some sports did not require tickets at all, such as road cycling and walking.

In line with the *Olympic Education Programme*, 980,000 tickets, accounting for 14 per cent of the total, were subsidised by BOCOG for primary and middle school students and young athletes. Tickets for preliminary competitions cost only RMB 5, and those for finals only RMB 10.

According to statistics, the average ticket price for the Beijing Olympic Games was RMB 158. 14 per cent of the tickets ranged from RMB 5 to 10, 31 per cent from RMB 20 to 80, 50 per cent from RMB 100 to 500, and five per cent from RMB 600 to 1000.

Apart from reserved seats, in accordance with Olympic conventions, for accredited members and camera positions as well as for unexpected guests, about 6.8 million tickets were available for sale. In line with IOC policies, these tickets were available to the public, with no free tickets offered. Ticket sales mainly targeted contracted clients and spectators from home and abroad.

Tickets sold to overseas clients, including international spectators, accounted for 25 per cent of the total, and Chinese clients and spectators took up a 75 per cent share.

Some 60,000 tickets were available for the Opening Ceremony of the Beijing Olympic Games, in which over 26,000 were sold to Chinese spectators, accounting for 40.8 per cent of the total. This represented a seven percentage point increase compared with that of the Athens 2004 Olympic Games.

4.3.2 Sales Operation

BOCOG signed the *Agreement on Ticket Sales for the Beijing Olympic Games* with the NOCs and their ticket agents to standardise international ticketing operations. Tickets were sold to the NOCs or their designated ticket agents before they were made available to the international public.

Residents in Hong Kong and Macao Special Administrative Regions were able to buy tickets from agents designated by the Hong Kong Olympic Committee and the Macao Sport Development Board, and residents in Taiwan could obtain tickets from the agent appointed by the Chinese Taipei Olympic

Committee.

Ticket sales on the Chinese mainland were carried out with the following principles:

- Provide every citizen with equal opportunities to purchase tickets
- Conduct ticketing operations in stages
- Simplify sales procedures

Major channels for ordering tickets included the official Beijing Olympic ticketing website, hotlines of the Beijing Olympic Ticketing Centre and 1,000 designated ticket sales counters at Bank of China offices across the country, or competition venue box offices.

From April to September 2007, Phase One of ticketing operations (advance booking) was conducted, during which the applicants obtained the right of buying tickets for certain competitions instead of actual tickets with seat numbers. Booking was carried out in the form of drawing lots.

Phase Two of ticketing operations started in October 2007 in the principle of “first-come, first-served”. Despite the fact that the Beijing Olympic Ticketing System had undergone several rounds of tests and had been working properly in Phase One, it broke down soon after Phase Two was launched due to too many visits at the same time. The ticket service provider implemented emergency back-up plan but this did not work.

The Ticketing Centre had to suspend ticket sales. It

then supervised the service provider to improve the Ticketing System and organised third-party tests.

Ticketing policy was shifted to “open application for random selection through drawing lots”. One month later, Phase Two of ticket sales was resumed, and no further technical breakdown occurred.

During Phase Three, which was between April 2008 and the opening of the Beijing Olympic Games, real-time ticket sales took place. The policy was still “first-come, first-served”, and tickets sold were ones left from the two previous phases.

Phase Four, ticket sales during the Olympic Games, was also carried out in the principle of “first-come, first-served”, during which all the tickets left from the previous three phases were made available.

Between April and June 2008, tickets ordered during the first two phases were printed, which were then distributed to buyers between June and July.

Contracted clients and ticket agents for NOCs were required to pick up their tickets at designated box offices. The NOC ticket agents took charge of distributing tickets to international buyers. Buyers on the Chinese mainland collected their tickets at the 1,000 designated ticket sales counters in Bank of China offices across the country.

6.5 million out of 6.8 million tickets were sold for the Beijing Olympic Games, accounting for 95.6 per cent of the total.

Ticket Sales to Major Clients

Market Segment	Tickets Sold	Percentage of Tickets Sold
IOC and Future OCOGs	86,939	1%
IFs	59,465	1%
TOPs + BOCOG Partners and Suppliers	656,805	10%
Broadcasters	52,472	1%

Market Segment	Tickets Sold	Percentage of Tickets Sold
NOCs	922,495	14%
Chinese General Public	4,685,879	72%
Total	6,464,055	100%

Domestic Ticket Sales through Different Channels

Phase	Bank Outlets	Calling Centre	Official Website	Venue Box Offices	Total
1	193,284	2,956	1,038,642	0	1,234,882
	16%	0%	84%	0%	
2	138,358	2,032	287,607	0	427,997
	32%	0%	67%	0%	
3	258,341	1,245	565,829	62,854	888,269
	29%	0%	64%	7%	
4	0	5,518	0	518,344	523,862
	0%	1%	0%	99%	
Total	19%	0%	62%	19%	3,075,010

Visitors to the official website of the Beijing Olympic Ticket Centre peaked at 173 million times per day, and the daily sales record was 510,000 tickets. 187 of the 205 NOCs participated in ticketing operations.

Supervision by the National Audit Office of the People's Republic of China showed that no violation of ticketing policies or procedures was found with the work of the Beijing Olympic Ticketing Centre.

Also, thanks to BOCOG's policy of "restriction on the number of tickets available", as well as the effective anti-scalping operations jointly conducted by the Ticketing Centre, the BOCOG Legal Affairs Department and Security Department, as well as concerned departments of the IOC, scalpers were rare throughout ticketing operations, who were dealt with according to relevant laws and regulations.



Citizens wait for football preliminary tickets

Summary

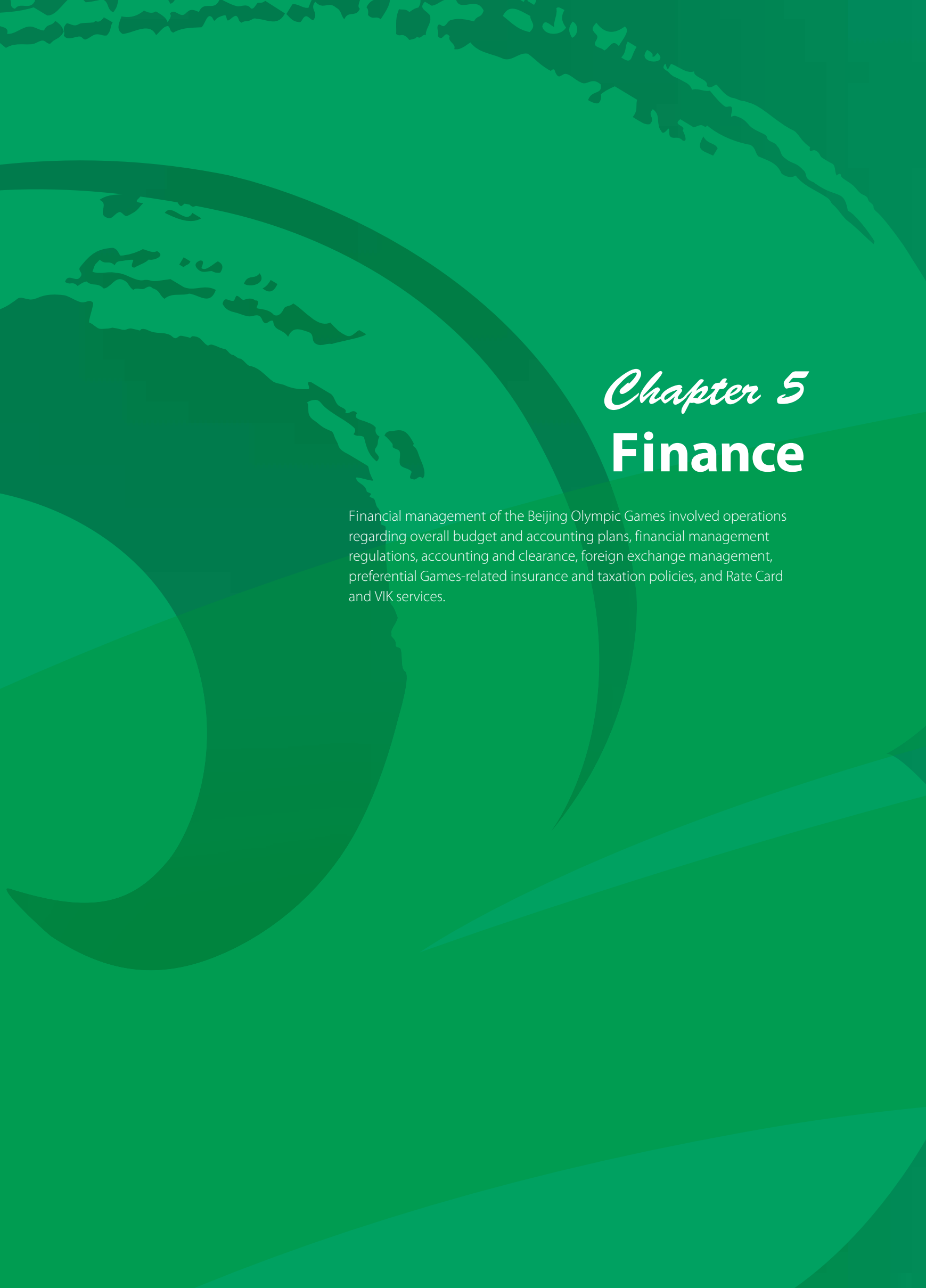
The *Marketing Plan for the Beijing Olympic Games*, implemented in line with the conventions of the Olympic Movement and the concepts of “Green Olympics, High-tech Olympics and People’s Olympics”, ensured that the Beijing Olympic and Paralympic Games obtained sufficient funds and reliable technical and service support. It also encouraged the extensive participation of enterprises from home and abroad.

In implementing the *Sponsor Programme*, selection of and service for Beijing 2008 Partners, Sponsors and Suppliers were emphasised, and in carrying out the *Licensing Programme*, products of various categories were designed and manufactured to satisfy the demand of the market. This not only fostered a

number of well-known brands, but also rewarded the participants of the *Programme* with handsome financial returns.

The *Beijing Olympic Ticketing Programme* was developed with several special features. Income levels of the Chinese general public were assessed to ensure ticket availability. Low-priced tickets were reserved for primary and middle school students and young athletes in upholding the *Olympic Education Programme*. Fair and transparent procedures were adopted, and problems were dealt with effectively. All these measures helped set a number of historic Olympic records for ticketing operations during the Games in Beijing.



A stylized map of China is rendered in a vibrant green color, set against a background of various shades of green. The map is positioned on the left side of the page, with its outline clearly visible. The background features large, flowing, organic shapes that create a sense of movement and depth. The overall design is modern and visually appealing, with a strong emphasis on the color green.

Chapter 5

Finance

Financial management of the Beijing Olympic Games involved operations regarding overall budget and accounting plans, financial management regulations, accounting and clearance, foreign exchange management, preferential Games-related insurance and taxation policies, and Rate Card and VIK services.



New automatic teller machine at an Olympic venue

5.1 Budgeting



The BOCOG Finance Department took charge of planning and revising the overall Games budget and hired financial firms to assist in auditing and supervision.

5.1.1 Planning and Adjustments

In compiling the budget plan, BOCOG did the following:

- Negotiating with the Chinese Central Government and governments of Beijing and the Co-host Cities
- Referencing budget plans of the previous Games and communicating with the IOC
- Consulting Chinese and international experts

All other BOCOG departments submitted their individual budget plans and had discussions with the Finance Department about adjustments and final confirmation.

The Finance Department organised a special panel to make plans for revenue, expenditure and auditing, as well as a budget for the Paralympic Games. Feasibility

studies were carried out on budget items, with planned revenue verified and cash flow statements completed. The department also standardised budget implementation statistics and income-expenditure analysis.

In addition, the Finance Department worked with the Co-host Cities on their budget plans and helped them settle problems.

Three major adjustment sessions took place in budget planning.

The first readjustment was completed in May 2005, in which necessary items were added and expenditures for all budget items were recalculated.

In April 2007, following the IOC's advice, the second budget readjustment was carried out, and the rights and responsibilities of BOCOG, government authorities and the Co-host Cities were clarified.

In April 2008, the Finance Department released the final edition of the *Overall Budget Plan for the Beijing Olympic and Paralympic Games* and confirmed

the planned expenditure for the Games, which was approved by the IOC.

In preparing for the Games, the Finance Department continued to make minor adjustments to the budgeted items with four focuses:

- Revising the budget in accordance with updated information about contracts and revenue
- Providing financial support for new plans proposed by relevant departments
- Increasing funds for venue operations
- Integrating demands of the Olympic and Paralympic Games

5.1.2 Budget Implementation

To efficiently implement the budget and provide reliable financing for the Games, the BOCOG Finance Department adhered to the following principles:

- Observing relevant state finance laws and regulations as well as IOC practices
- Exercising integral financial management
- Opening up financial resources
- Focusing on key projects
- Practising thrift
- Balancing revenue and expenditure

Rules and Regulations

The Finance Department formulated rules and regulations to better control the size of the overall budget.

For items budgeted at RMB one million or less, BOCOG designated third party agencies to make project appraisals before granting approval.

For projects exceeding RMB one million, BOCOG formulated the *Rules Concerning Large-sum Expenditures*, which required a panel of experts from all relevant departments to evaluate the projects.

It was estimated that these measures helped cut the budget by 10 to 15 per cent and a total of RMB one billion was saved.

A variety of methods were employed to manage the

budgets of collaborative projects, large-scale events, BOCOG reception activities, Good Luck Beijing Test Events, etc.

Drawing on the experience from the Good Luck Beijing Test Events in 2007, BOCOG improved the general policies on financial management of the venue teams.

The department also drafted the *Rules for Utilising Public Welfare Lottery Funds for the Olympic Projects* and ensured allocation of Olympics-related lottery funds with the support of the Ministry of Finance of the People's Republic of China.

Management in Venuisisation

Management and services were equally emphasised in venuisisation.

To help the venue teams handle problems they frequently encountered, a training manual for venue team financial management was compiled and training sessions were offered. For specific problems, the Finance Department communicated with the team concerned to work out a solution.

The Finance Department coordinated with the other BOCOG departments in checking funds to be allocated to venue teams and released funds to approved projects. Prior to the opening of the Games, the department allocated some RMB 300 million for the venue teams to conduct operations.

The Finance Department also worked with local authorities to help the venue teams solve financial problems regarding competition organisation and venue operations.

During this period, management of funds was strengthened. Regulations on use of funds were finalised and unnecessary expenditures were trimmed.

5.1.3 "Thrifty Games"

The BOCOG Finance Department implemented more than 40 rules and regulations to standardise financial management.

Budget plans were carefully reviewed before

implementation. A budget implementation information system was established, with a warning mechanism to fend off financial risks.

The Finance Department abided by the principle of transparent and effective utilisation of funds and material resources in preparing for the Games.

Regulations were formulated concerning government procurement, bid and tender, business negotiation, control of large-sum expenditure, etc.

In fulfilling contracts, fund management procedures were strictly followed.

While small purchases were completed by the BOCOG departments themselves, most of the materials and services were obtained by the Finance Department, and outsourced projects were implemented through bid and tender and open negotiation.

The Finance Department invited the Beijing Finance and Investment Evaluation Centre and other financial

institutions to take part in the appraisal of BOCOG budget planning. Appraisals were also conducted on large-sum expenditures in case of overspending.

Renowned Chinese accounting firms were hired as independent third parties to perform financial and asset auditing.

BOCOG placed considerable emphasis on financial returns. In preparing for the Games, the Finance Department conducted portfolio investments in terms of RMB and U.S. dollars without impairing fund security and fluidity. The yearly interest return reached RMB 314 million and US\$ 40 million respectively.

To minimise financial risks in the event of RMB appreciation against U.S. dollar, the Finance Department and Bank of China signed an agreement on fixing the RMB exchange rate against the U.S. dollar in the long term. Exchange settlements in line with this arrangement amounted to US\$ 335 million, effectively averting potential risks caused by exchange rate fluctuation.



Interns with the BOCOG Finance Department



BOCOG seminar on financial management

5.2 Accounting Management



In line with the *Accounting Law of the People's Republic of China*, *Regulations for Accounting of Non-profit Organisations* and other related laws and regulations, BOCOG formulated the *Accounting Methods of the Beijing Organising Committee for the Games of the XXIX Olympiad*, which was approved by the Ministry of Finance of the People's Republic of China.

5.2.1 Focuses of Management

The BOCOG Finance Department attached great importance to accounting to ensure efficient fund use.

Regular reviews were conducted on accounting results, during which review standards and settlement procedures were constantly improved.

The accounting settlement system was established, with accounting management software updated regularly to guarantee smooth operations.

The Finance Department assisted the Beijing Olympic Torch Relay Centre and the BOCOG Opening & Closing Ceremonies Department in improving their accounting management.

Accounts were opened specifically to handle revenue from ticketing, accommodation, catering, Rate Card, etc. Special regulations and management procedures were formulated for these accounts, with designated supervisory personnel.

The department participated in the management of BOCOG contracts, offering financial advice before contracts were signed, and monitored account settlements as contracts were implemented. Also, a contract financial management module was added to BOCOG's financial information system.

Drawing on the experience from the Good Luck Beijing Test Events, the department offered training for venue finance managers and convened regular meetings for financial management operations. In collaboration with accounting firms, the department also

conducted on-site auditing and supervision.

The Finance Department coordinated with the People's Bank of China (China's central bank) and Bank of China to improve flexibility of venue team accounts in order to guarantee efficiency in account settling.

5.2.2 Games-time Accounting

As the Olympic venues in Beijing were located in different districts and counties, the BOCOG Finance Department adopted various management methods in line with the actual conditions of each venue.

The department established a sub-centre for accounting operations of competition venues in the Olympic Green and its surrounding areas.

Accounting management of competition venues was either entrusted to designated accounting firms, or undertaken by the sub-centre or the venue teams.

Accounting operations for non-competition venues, except for the Beijing Capital International Airport and the Beijing Olympic Village, were implemented by the Finance Department.

The department allocated subsidiaries to the owners of (or local authorities in charge of) individual training venues, who would make their own decisions on fund use.

Despite the fact that multiple management methods brought certain complexity to the work of the Finance Department, they greatly facilitated smooth Games-time accounting operations.

5.3 Banking, Insurance and Taxation



While strengthening financial management and accounting control, the BOCOG Finance Department coordinated with government authorities and financial and business institutions to provide services regarding banking, insurance and taxation.

5.3.1 Banking

BOCOG, Bank of China's Olympic Affairs Office and VISA International co-founded the financial service mechanism for the Beijing Olympic Games.

During the Good Luck Beijing Test Events, the BOCOG Finance Department formulated a financial service plan and coordinated with Bank of China to implement services, which laid a solid foundation for Games-time operations.

Games-time Arrangements

During the Beijing Olympic and Paralympic Games, the Automatic Teller Machines (ATM) and Point of Sales (POS) machines in all competition and non-competition

venues worked well.

Bank of China set up five temporary banking offices in the Olympic venues. In addition to personal service, the offices offered corporate banking assistance concerning temporary banking accounts, Games-time orders of the Beijing Olympic Broadcasting Co., Ltd (BOB), Rate Card service and cash collection.

Bank of China also sent staff to work with the venue teams and dispatched armoured cash transit vehicles.

Facts about Games-time Banking Service

The 26 ATM and 1,343 POS machines at all competition and non-competition venues ran smoothly throughout the Games. 7,819 transactions were completed at the ATMs of the five temporary banking offices in the Olympic venues, with a total transaction volume of RMB 10.87 million.

Some 160 staff at Bank of China's temporary banking offices worked



PICC Property and Casualty Co. Ltd., signs to become a Beijing 2008 Partner

more than 12 hours a day and handled altogether 66,670 individual transactions of foreign currency exchange, totalling RMB 67.76 million. 9,909 corporate banking transactions were completed.

A total of 898 banking staff assisted in selling meal tickets, cashiering and counterfeit banknote identification at the venues.

Armoured cash transit vehicles were sent nearly 40 times to guarantee the distribution of allowance, US\$ 3.1 million in total, to 2,090 technical officials.

At BOCOG's request, Bank of China also established a foreign currency exchange counter in the Olympic Youth Camp.

Regulation of Foreign Exchange

Starting in 2006, the BOCOG Finance Department applied to the People's Bank of China and the State Administration of Foreign Exchange for Olympics-related RMB and foreign exchange regulation policies concerning transactions such as foreign exchange

remittance and cash withdrawal. Approval and implementation of these policies helped secure quality financial services for all Olympic Family members.

Assisted by Bank of China, the Finance Department selected financial products to preserve asset value, and prepared contracts in terms of RMB to reduce potential financial risks.

5.3.2 Insurance

In December 2006, BOCOG's *Compendium of Overall Insurance Planning* was approved by the IOC. BOCOG then worked with the People's Insurance Company of China Property and Casualty Co. Ltd. (PICC P&C) to formulate the *Insurance & Claims Settlement Work Plan for the Beijing 2008 Olympic and Paralympic Games*, as well as the Games-time insurance operational plan.

Service Plans

BOCOG and PICC P&C made an overall Games-time claim settlement plan as well as six sub-plans to cover

Olympic Family members and volunteers, vehicles, the Torch Relay, the Opening and Closing Ceremonies, and sailing and equestrian events.

Five categories of insurance policies were developed regarding comprehensive liability, vehicle, property, and life insurance for client groups and volunteers, covering almost every aspect in regard to the property, persons and activities involved in the Beijing Olympic and Paralympic Games.

BOCOG and PICC P&C conducted risk assessments before the Games and prepared contingency schemes and claim settlement plans to minimise risks involved in the Games.

Operational Mechanism

Prior to the Games, BOCOG and PICC P&C organised insurance service training and rehearsals for members of the insurance service team and venue finance managers.

During the Games, the Beijing Olympic Insurance Service Command Centre was established, with an 800-member insurance service team (260 of whom were accredited staff) deployed at all venues, designated Olympic hospitals and transit hubs to handle claim settlements.

BOCOG bought comprehensive liability insurance with PICC P&C to cover all potential risks in preparing for and hosting the Games. With only one policy, not only were all liabilities covered, but insurance costs were also reduced and claim settlements were made easier.

In addition, the practice of “open policy” was adopted and PICC P&C underwrote BOCOG’s changing assets with a fixed rate, which extended coverage to purchased or rented assets.

Olympic Family members and volunteers were protected through life and medical insurance as well as first aid and medical repatriation service. Life and medical insurance would not only cover accidental injury, death, disability and burns but also compensate for certain medical expenses.

As most of the claims were related to accidental injury or illness, BOCOG and PICC P&C worked with

designated Olympic hospitals to open green channels for claim settlements. This arrangement enabled patients to receive medical treatment and claim their losses promptly.

In preparing for the Olympic Games, the BOCOG Finance Department completed 120 insurance transactions, which covered 207,182 people, 7,379 vehicles, 184 vessels, and all BOCOG assets.

Throughout the Games, 2,577 accident claims, including some 100 major accidents, were handled. BOCOG and PICC P&C also worked closely with international organisations to conduct five first aid and medical repatriation operations for Olympic Family members and international volunteers.

5.3.3 Preferential Tax Policies

In line with the practice of previous Games, the Chinese government adopted 89 preferential tax policies to ease the tax burden of the Games’ organisers and participants.

Related Organisations

As one of the major beneficiaries of the Olympics and Paralympics-related tax breaks, BOCOG enjoyed preferential policies regarding value added tax, consumption tax, tariff, sales tax, corporate income tax, land appreciation tax, stamp tax, vehicle and vessel tax and vehicle purchase tax.

Income of the IOC and the IPC related to the Beijing Olympic Games and generated within China, was exempt from taxation. Stamp tax regarding Games-related contracts signed with the IOC was also written off.

The Chinese Olympic Committee (COC) enjoyed business and stamp tax breaks, including stamp tax regarding Games-related contracts and business tax regarding income share paid on installments by BOCOG in line with the *Joint Market Development Agreement* and profit share paid by BOCOG in line with the *Host City Contract*.

China Disabled Persons’ Federation was also exempt from taxation regarding the income share paid on installments by BOCOG in line with the *Joint Market*

Development Agreement.

Games Broadcasters

Beijing Olympic Broadcasting Co., Ltd. (BOB) enjoyed several tax breaks, including:

- Business tax on funds from BOCOG for BOB's TV broadcast operations
- Business tax on BOB's income from work space and equipment lease, as well as related service
- Tariff on BOB's import of broadcast equipment consumables
- Tariff on BOB's import of broadcast equipment (tax would be imposed if the equipment was transferred out of China later than the date specified on the bank-issued *Letter of Indemnity*)

Other entities, including Olympic Broadcasting Services (OBS), were also entitled to certain tax breaks:

- Business tax and provision for income tax on the income of OBS from its technical and management services for the Games
- Business tax and provision for income tax on the income of OBS and other overseas entities from leasing imported equipment to BOB

Donors and Sponsors

Income tax was written off on donation and sponsorship from enterprises, including businesses

from Hong Kong, Macao and Taiwan, as well as overseas businesses which operated on the Chinese mainland.

Materials donated for Olympics-related construction were exempt from income tax.

Land appropriation for Olympic venue and facility construction was exempt from tax.

VIK donated by partners and sponsors was exempt from income tax, and VIK in the form of financial service, telecommunications service, information consultation and insurance was exempt from business tax.

Individuals

Athletes did not have to pay income tax for prize money and other award proceeds.

Individuals making financial contributions to BOCOG, the COC, the IOC and Beijing Municipality (less than 30 per cent of their total income) were exempt from individual income tax.

International experts, referees and other technical officials, as well as Chinese technical officials, working for the Beijing Olympic and Paralympic Games were exempt from tax on their income obtained during the Games.

5.4 Rate Card and Value in Kind



In line with the *Host City Contract*, Rate Card was provided for client groups, so that they were able to obtain equipment rental service at the most competitive price. Value in Kind (VIK) offered by Olympic sponsors constituted a major material source for Rate Card service.

5.4.1 Rate Card Service Contents

Non-profit Rate Card service was aimed at providing client groups with necessary material support during Games time.

Client groups requiring Rate Card service mainly included:

- NOC delegations (inside the Olympic Village)
- The IOC (at the Olympic Family Hotels, the IOC Marketing Club in the Sponsor Hospitality Centre and doping-control stations at competition venues)
- The IFs (in offices for IFs chairpersons, secretary-generals and technical officials at Olympic venues)
- Media (in the MPC, and media

work area, photo work area and media stand at competition and non-competition venues)

- Broadcasters (in the IBC, photo work area and commentator work area at competition venues)
- Olympic sponsors (at the Sponsor Hospitality Centre and licensed shops at competition and non-competition venues)

BOCOG set up an on-line ordering system, through which client groups were able to purchase products and services with their designated usernames and passwords.

Products and services available with Rate Card are listed below:

- Fixed telecommunications devices
- Internet accessing devices
- Data transmission devices
- Mobile telecommunications devices
- Audio-visual products
- Printing and copying machines
- Information technology and equipment
- Furniture and household appliances
- Energy products
- Vehicles



Statistics showed that during the Beijing Olympic and Paralympic Games, the Rate Card service team received some 700 clients, providing over 430 kinds of products and 42,000 types of services.

5.4.2 Rate Card Service Operations

Games-time Rate Card services included material and equipment distribution, provisional order processing, and maintenance and technical support. After the Games, the Rate Card service team worked with technical and logistics sectors to collect materials and equipment.

Distribution

At the IBC and the MPC, the Rate Card service team distributed materials and equipment used for private rental space to 112 media agencies and 114 broadcasters.

The team helped launch requested technical services on previously set dates, and assisted in equipment performance tests. It also offered technical support and maintenance service for equipment brought by clients themselves.

The Rate Card service team cooperated with the technical and logistics teams in the Olympic Village in distributing materials and equipment to NOC delegations, sponsors, contractors and the IOC.

At the Sponsor Hospitality Centre, the team assisted in distributing 506 products and services required by 14 sponsors.

At vehicle dispatch centres, the team made 1,500 vehicle reservations for clients and offered one-stop vehicle rental service.

Provisional Order Processing

It was preferred that Rate Card service orders be made before the Games. However, most local media agencies at the Beijing Olympic Games submitted provisional orders during Games time.

When the MPC was open on July 8, 2008, for example, the media Rate Card service centre received 1,633 orders, and over 300 Internet access cards were sold. The service centre adjusted its work schedule accordingly and offered round-the-clock service to handle orders.

The Rate Card work group in the Beijing Olympic Village received 94 orders from 63 clients concerning 175 pieces of technical equipment and 43 pieces of furniture, as well as orders for vehicle service.

Maintenance and Technical Support

The Rate Card service team was responsible for maintenance and technical support for all equipment and services it provided. During the Games, it received some 10,000 visits concerning maintenance and



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1. Chef de Mission of the Luxemburg Olympic delegation receives a SIM card at the Rate Card Office

2. Inside of the Sponsor Hospitality Centre

technical support.

For example, in order to respond to complaints from major media agencies about slow Internet access speed, the Rate Card service centre coordinated with the technical support sector to handle the problem. The service centre also worked with the technical support sector and China Mobile Communications Corporation to offer low-price Wi-Fi service and expand WLAN coverage in the Media Villages.

Post-Games Collection

As all Rate Card users were to leave between August 24 and 29, 2008, the Rate Card service team, in collaboration with technical, logistics and transportation sectors, laid out detailed collection plans and contacted users to confirm the materials and equipment that needed to be brought back.

Most of the materials and equipment were collected in a timely manner. For example, about 90 per cent of leased vehicles were returned within four days.

5.4.3 VIK Management

Among the more than 130 sponsors of the Beijing Olympic and Paralympic Games, 78 offered VIK support in addition to cash contributions.

VIK offers included over 100 kinds of materials and services covering information technology, finance,

vehicle service, energy, etc., accounting for 23 per cent of the total financial support BOCOG received.

BOCOG incorporated VIK operations into overall financial management and prioritised VIK procurement over cash purchase of materials and equipment to reduce cash disbursement and maximise the financial value of VIK.

The BOCOG Finance Department took charge of VIK management in the following aspects:

- Formulating VIK management policies and procurement procedures
- Negotiating contracts with sponsors regarding VIK supply
- Offering VIK marketing advice based on market research and budgeting
- Inviting participation of third parties in VIK contract negotiation and VIK pricing
- Coordinating VIK procurement, including procurement made by the COC, BOB and the Co-host Cities
- Checking accounts with VIK sponsors on a quarterly basis
- Assisting relevant departments in tracking VIK distribution, and supervising post-Games VIK collection
- Establishing a database about experts and organisations conducting VIK pricing review, and managing VIK data

The Finance Department and other BOCOG functional departments worked together to define products and



services needed, so that VIK supply would correspond to the demands of the Games.

The Finance Department then negotiated with potential VIK sponsors on the basis of budget to settle categories and pricing of VIK supply. Assessments were conducted on sponsors' supply capacity, with marketing projects carried out accordingly.

In implementing VIK operations, the Finance Department made sure that venue teams, related

departments and functional areas strictly abide by VIK management regulations when conducting VIK procurement.

BOCOG cooperated with the sponsors in the spirit of mutual understanding to effectively handle issues arising in VIK operations.

After the Games, the remainder of VIK supply was transformed into cash, totalling RMB 300 million.



Solar-powered street lamps

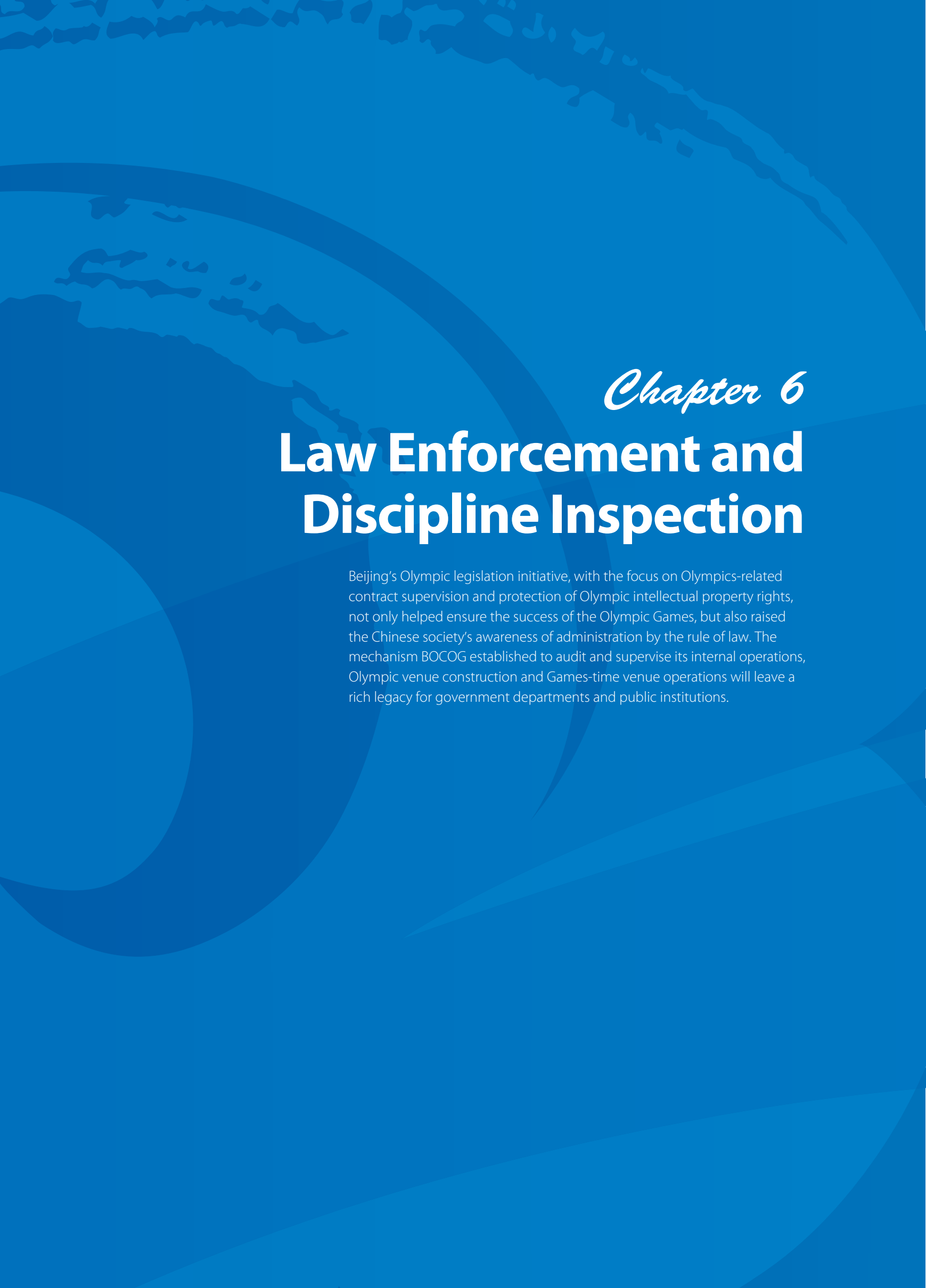
Summary

BOCOG set its goal for financial operations as supporting a world-class Olympic Games with necessary infrastructure and financial resources as well as fulfilling all commitments made to the IOC and the international community.

The BOCOG Finance Department worked efficiently on budgeting and financial management in line with China's laws and regulations, as well as relevant

provisions and practices of the Olympic Movement.

The Finance Department established effective mechanisms and adopted sound work procedures to strengthen budget implementation, accounting management and services of banking, insurance and taxation, which all helped achieve thrifty Olympic and Paralympic Games in Beijing.



Chapter 6

Law Enforcement and Discipline Inspection

Beijing's Olympic legislation initiative, with the focus on Olympics-related contract supervision and protection of Olympic intellectual property rights, not only helped ensure the success of the Olympic Games, but also raised the Chinese society's awareness of administration by the rule of law. The mechanism BOCOG established to audit and supervise its internal operations, Olympic venue construction and Games-time venue operations will leave a rich legacy for government departments and public institutions.



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北京2008年奥运会 Beijing 2008 Olympic Games

距 2008 年 8 月 8 日 开 幕
From the opening ceremony on August 8th, 2008

倒计时 0 100 天
Countdown days

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hours mins secs

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奥运会官方指定
OFFICIAL TIMEKEEPER

6.1 Law Enforcement



In 2002, the *Beijing Olympic Action Plan* was released, in which Beijing made the commitment that it would step up the protection of Olympic symbols and provide a legal guarantee for hosting the Olympic Games.

6.1.1 Olympic Legislation

Guided by the National People's Congress (China's top legislature) and the State Council of China, the Beijing Municipal People's Congress (Beijing's top legislature) and the Beijing Municipal Government strove to improve laws and regulations related to the legal environment in preparing for and hosting the Olympic Games.

Olympic legislation was conducted in two principles:

- Preparation for and hosting of the Beijing Olympic Games should adhere to China's laws and regulations. In addition, full respect should be given to Beijing's commitment in the *Host City Contract* and the conventions and norms established in the *Olympic Charter* and during the previous

Olympic Games.

- Beijing's Olympic legislation, as a supplement to the state legislation, should essentially be based on China's existing legal system.

Legislative activities triggered by the Beijing Olympic Games included those that were directly related to the Games, addressing issues such as Olympic intellectual property rights (IPR) protection and entry & exit control of NOC delegations and their personal belongings; and those that were indirectly related, concerning city operations during the Games preparation.

After winning the bid for the Olympic Games, Beijing laid down 16 legislative initiatives which touched upon legal aspects of Olympic IPR, construction and management of accessible facilities, doping control, public security of large-scale events, radio management, volunteer service, food safety, media operations, anti-smoking, etc.

In October 2001, the Beijing Municipal Government promulgated the *Regulations on Protection of Olympic Intellectual*

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1. 100-day countdown to the Opening Ceremony of the Beijing Olympic Games



Olympics-related legal documents presented to law enforcement institutions

Property Rights in Beijing.

In February 2002, the State Council of China issued the *Regulations on Protection of Olympic Symbols*, and in November 2006, the *Regulations on Reporting Activities in China by Foreign Journalists during the Beijing Olympic Games and the Preparatory Period*.

Three large-scale opinion polls concerning Olympic legislation were conducted in Beijing, which solicited over 100 proposals.

In 2007, the Standing Committee of Beijing Municipal People's Congress issued the *Resolutions on Strengthening the Legal System for Preparing and Hosting a Successful Beijing Olympic Games*, which authorised the Beijing Municipal Government to stipulate temporary rules, regulations and administrative orders to maintain public order before and during the Beijing Olympic Games, without violating the *Constitution of the People's Republic of China*, state laws and administrative rules and regulations, and local cardinal laws and regulations.

To popularise these Olympics-related laws and regulations, BOCOG and governments at various levels

launched a number of Olympic legislation publicity and education campaigns.

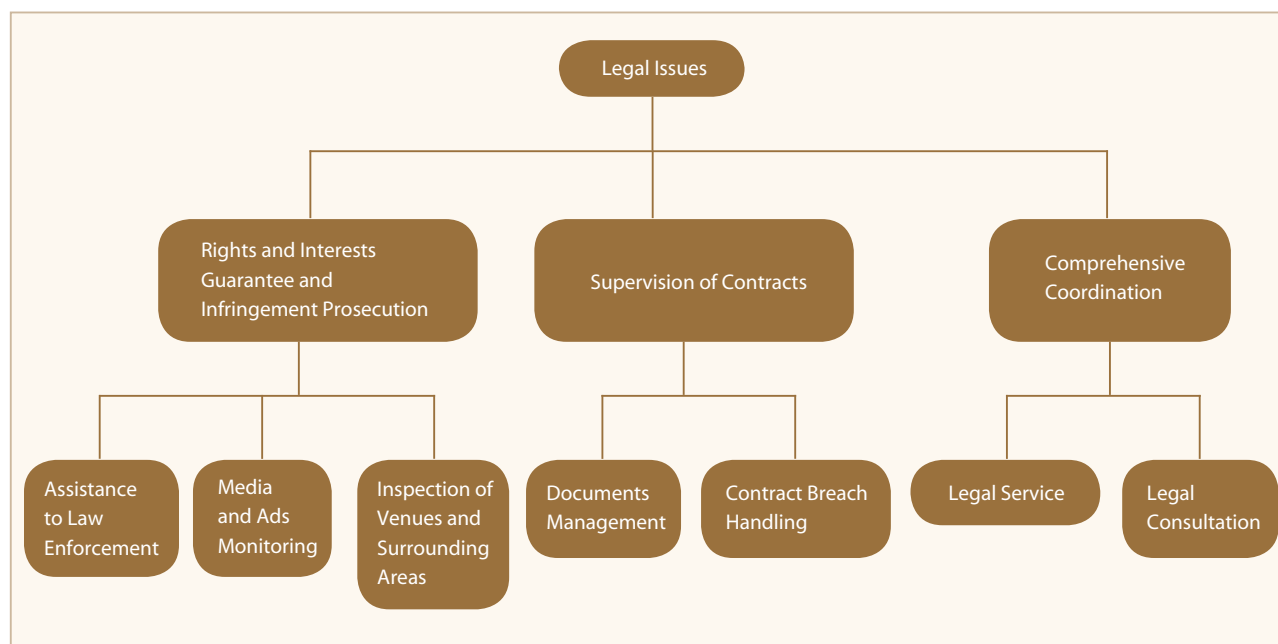
On March 27, 2007, for instance, the Office of Beijing Legal Publicity and Education Leading Group, the Beijing Municipal Bureau of Justice and the BOCOG Legal Affairs Department jointly launched a three-month campaign, using public transport vehicles as the "classroom" to promote, in the form of posters and video clips, the *Law of the People's Republic of China on Road Traffic Safety*, *Law of the People's Republic of China on Public Security Administration Punishments*, *Regulations on Protection of Olympic Symbols*, and *Regulations of Beijing on City Appearance and Environmental Sanitation*.

Starting from July 2007, a one-year publicity campaign for Olympics-related laws and regulations also began with concerted efforts of the Communist Party of China Central Committee's Publicity Department, the Ministry of Justice of the People's Republic of China, the General Administration of Sport of China, BOCOG, and the National Office for Law Popularisation.

All these efforts helped improve the legal environment for the Beijing Olympic Games.

6.1.2 BOCOG's Legal Work

The BOCOG Legal Affairs Department took charge of coordinating legal issues such as contracts and Olympic IPR protection, and assisting in the work of the Court of Arbitration for Sports.



Major Legal Issues Handled by the BOCOG Legal Affairs Department

Contract Supervision

BOCOG incorporated Olympics-related legal contents into the contracts for preparing and hosting the Olympic Games.

In signing and implementing contracts, BOCOG attached great importance to the social responsibilities of the parties involved and required that the cardinal principles and core concepts of the Beijing Olympic Games be adhered to. All stakeholders had to obey Chinese laws and international conventions regarding issues such as environmental protection, human resources management and social security.

BOCOG also adhered to the principle of fairness and justice in negotiating and executing contracts signed with international organisations and enterprises. Legal disputes were to be settled through arbitration, and if need be, through lawsuits.

Protection of Rights and Interests

To better protect Olympic symbols and brands,

BOCOG sought to acquire such rights and interests through legal means.

For instance, in soliciting the emblem, theme slogan and mascots for the Beijing Olympic Games, BOCOG required that all the applicants sign contracts so as to implement the IOC's regulations on IPR protection. For the applicants whose designs were selected and who thus became IPR owners of the Olympic symbols, BOCOG assisted them with copyright or trademark registration, as well as other IPR protection procedures. Relevant legal protection procedures were also fulfilled in the Hong Kong and Macao Special Administrative Regions, Taiwan, as well as other countries and regions.

As the IOC's intangible assets, Olympic symbols and brands provide a major source of funds for hosting the Olympic Games. Therefore, BOCOG designated its Marketing Department to manage the commercial application of the Olympic symbols, with the support of the Legal Affairs Department.

In addition, BOCOG authorised third parties to use the Olympic symbols for non-commercial purposes in line



BOCOG Legal Affairs Department sets up a consultancy desk with the industry and commerce administrative authorities in a shopping centre to promote Olympic symbol IPR protection

with Olympics-related laws and regulations.

The Olympic IPR owners could resort to legal means to safeguard their rights and interests if there were incidents of IPR infringement. BOCOG also involved itself directly or assisted the Customs and the industry and commerce administrative sector in addressing the issues to ensure that administrative enforcement was a far more effective approach in handling IPR infringement.

Details about BOCOG's efforts in protecting Olympic IPR will be laid out in 6.1.3 "Protection of Olympic Intellectual Property Rights".

Games-time Legal Operations

The BOCOG Legal Affairs Department coordinated with concerned IOC departments and set up a special working group to inspect the venues and conduct the following legal operations:

- Inspecting Olympic venues to promptly handle IPR infringement and contract violations

- Cracking down on illegal ticket sales
- Monitoring advertisements and signage outside the venues to stop Olympic symbol abuse
- Stopping unauthorised online broadcast of the Beijing Olympic Games
- Reporting daily to the Games-time Command Centre and the IOC on incidents of IPR infringement and ambush marketing
- Coordinating with the related departments and institutions in conducting legal operations, including the industry and commerce administrative sector, the Customs and the publicity sector

6.1.3 Protection of Intellectual Property Rights

Before the State Council of China and the Beijing Municipal Government laid down specific Olympics-related laws and regulations, the Olympic IPR was protected mainly through existing laws and regulations, including:

- *Trademark Law of the People's Republic of China*



Copyright registration ceremony for Fuwa, the official mascots of the Beijing Olympic Games (November 11, 2005)

- *Copyright Law of the People's Republic of China*
- *Patent Law of the People's Republic of China*
- *Sports Law of the People's Republic of China*
- *Regulations on the Administration of Special Marks*

These, combined with newly enacted Olympics-related laws and regulations, formed a comprehensive protection mechanism for the Olympic IPR.

Olympic Symbols

BOCOG protected the Olympic symbols through trademark and copyright registration as well as special symbol registration.

The emblem, mascots and theme slogan of the Beijing Olympic Games were all registered as trademarks. The emblem alone was registered as trademark in the 45 categories of Olympic commodities and services.

BOCOG copyrighted the 13 designs for Olympic symbols and slogans, including the emblem, mascots, torch, Torch Relay slogan, pictograms, secondary symbols and medals of the Beijing Olympic and

Paralympic Games. The emblems and official mascots of the Beijing Olympic and Paralympic Games and the secondary symbols were also registered as special symbols.

BOCOG registered in the name of the IOC the symbols, such as the emblem and the typeface of "Beijing 2008", as trademarks in more than 100 countries and regions to guarantee the rights and interests of Worldwide Olympic Partners as well as worldwide sales of licensed commodities.

BOCOG assembled a collection of legal documents concerning the protection of Olympic IPR and exclusive Beijing Olympic symbols, and presented it to Chinese legal authorities for law enforcement and to media agencies for publicity and education.

Working with the Beijing Administration for Industry and Commerce, BOCOG issued the *Rewards for Reporting on Abuse of Olympic Symbols* to encourage public participation in preventing Olympic IPR infringement.

From 2002 to the commencement of the Olympic Games, China's law enforcement institutions and the industry and commerce administrative sector investigated 4,000 Olympic symbol infringement cases. China Customs tracked down some 200 infringement incidents, of which nearly 100 were subjected to criminal investigation. With the Olympic Games drawing near, BOCOG intensified its IPR protection operations. Between January and July 2008, BOCOG communicated with the industry and commerce administrative sector on more than 1,500 issues regarding the use of Olympic symbols.

BOCOG attached great importance to improving public awareness of Olympic symbol IPR protection. It organised cultural activities, lectures and forums, issued promotional videos and pamphlets and solicited proposals to create a favourable legal environment for protecting the Olympic symbols.

For example, after the *Regulations on Protection of Olympic Symbols* was put into effect on April 1, 2002, the BOCOG Legal Affairs Department organised publicity campaigns every year to promote the *Regulations*.

BOCOG also initiated symposiums and lectures to inform college and university students of the significance of protecting Olympic symbols. The Legal Affairs Department even drafted pre-Games volunteers from colleges and universities to help report infringement incidents and conduct publicity campaigns.

Brand Protection

Brand protection was handled by BOCOG's Marketing Department and Legal Affairs Department as well as the government law enforcement sector.

Before the commencement of the Olympic Games, the Marketing Department composed a brand protection action plan and a venue brand protection guide.

During the Games, the brand protection team worked with the Marketing Department to discover problems, which were jointly settled by the Legal Affairs Department and law enforcement institutions. Focuses were placed on ambush market prevention, venue brand control and outdoor advertisement control.

BOCOG encouraged protection of Olympic brands and prevention of ambush markets through publicity campaigns. Specific arrangements were made to enhance the public's recognition of Olympic partners and sponsors as well as their logos and brands. A reporting mechanism was implemented to promptly curb ambush marketing practices. Severe punishments were handed out for Olympic brand infringements.

In terms of marketing, each venue team appointed staff to take charge of brand protection. Before the Games, BOCOG organised training for venue management personnel in charge of marketing. Regulations were also implemented on commercials and advertisements allowed for certain types of Olympic venues.

BOCOG and the Beijing Municipal Government jointly established a coordination team in charge of outdoor commercial and advertisement control. In line with the *Notice of the Beijing Municipality on Temporary Outdoor Commercial and Advertisement Control during the Beijing Olympic and Paralympic Games*, outdoor commercials and advertisements in Beijing were subject to temporary control measures between July 11 and September 17, 2008, for the purpose of promoting Olympic image projects, city image projects, and brands and logos of the Beijing Olympic partners and sponsors.

6.2 Discipline Inspection



At the BOCOG inauguration ceremony on December 13, 2001, the establishment of the Supervision Commission for the Games of the XXIX Olympiad was also pronounced. The Supervision Commission undertook overall discipline inspection regarding the preparation for and hosting of the Beijing Olympic Games.

6.2.1 BOCOG Internal Operations

In 2002, the Supervision Commission formulated the *Work Plan of the Supervision Commission for the Games of the XXIX Olympiad*, covering major issues such as financial management, material management, marketing and procurement. The *Work Plan* also clarified the principles, focuses and measures of BOCOG's internal supervision.

A complete set of supervisory regulations, with more than 200 clauses, were gradually developed in the principle of "preventing corruption through fair and transparent supervisory operations", addressing issues including finance, human resources management, international relations, procurement, material management, contracts, gifts and souvenirs, marketing, donation, information disclosure, code of conduct, etc.

The BOCOG Audit & Supervision Department formulated the *Regulations on a Responsibility System to Uphold Cleanness in Preparing for and Hosting the Beijing Olympic Games*, which specified responsibilities of staff members at different levels. The system was adopted later by the venue teams.

In 2005, heads of BOCOG departments and divisions signed the *Letter of Responsibility for Upholding Cleanness in Preparing for and Hosting the Beijing Olympic Games* with the BOCOG Vice-president in charge. In 2007, venue managers and managers of the functional areas signed the *Letter of Responsibility*.

In terms of actual supervision operation, the Supervision Commission targeted specific issues concerning Games preparation each year and heard the BOCOG departments' reports on progress made in preparing for and hosting the Games. It also sent staff members to conduct field inspections on major operations such as tenders and bids of key projects and ticket drawing lots.

Efforts were also stepped up to audit fund use, especially allocation of large funds and post-Games asset disposal. Hotline and e-mail address were announced to the public to receive comments and handle complaints on supervision and auditing issues.

Altogether, the Audit & Supervision Department conducted seven audits on the revenue and expenditure of BOCOG and 20 audits on fund use of special projects. Follow-up meetings were convened by the Supervision Commission to discuss audit reports and address problems.

6.2.2 Venue Construction Inspection

Beijing and the Co-host Cities all established a venue construction supervision and auditing mechanism.

The staff members involved in venue construction operations were subject to corresponding supervision and auditing regulations. Responsibilities of relevant parties were also clarified:

- Supervisory bodies would oversee the conduct of government departments and civil servants in venue construction
- Government departments, especially the Beijing Municipality 2008 Engineering Construction Headquarters, would supervise venue owners in line with the *Letter of Responsibility in Beijing Olympic Venue Construction*
- The State-owned Assets Supervision & Administration Commission and the Beijing Municipality 2008 Engineering Construction Headquarters signed the *Letter of Responsibility in Beijing Olympic Venue Construction* with project contractors to regulate project quality and construction safety

Starting in 2003, the Supervision Commission performed 20 Olympic venue inspections, which were focused on construction quality and safety control,

construction material quality control, completion schedule, budget implementation and cost control.

Auditing firms were designated to examine projects entrusted to a third party as well as the management of Olympic construction funds.

Starting in 2002, the Beijing Municipal Audit Bureau audited a number of major projects, including demolition projects in the planned Olympic Green Central Area and the initial construction of the National Aquatics Centre.

6.2.3 Venue Operation Inspection

To supervise venue operations, audit and supervision offices were set up in 23 competition venues (venue clusters) and five major non-competition venues.

These offices kept a close eye on the accuracy, conformity and efficiency of venue operation budgets as well as inventory management and asset disposal, and guided venue teams in addressing problems.



Members of the Supervision Commission for the Games of the XXIX Olympiad inspect the construction of the National Stadium (January 8, 2004)



Venue team staff receive construction materials

Before the commencement of the Beijing Olympic Games, the Supervision Commission conducted inspections at major competition venues and non-competition venues in Beijing and the Co-host Cities in terms of the implementation of venue operation regulations, during which proposals were made concerning venue team discipline, emergency operations, post-Games asset disposal, etc.

The Audit & Supervision Department also formulated regulations such as *Venue Team Disciplines during the Beijing Olympic Games*, and coordinated venue teams to implement the regulations during Games time. After the Games, the department took measures to strengthen asset disposal and auditing.

Summary

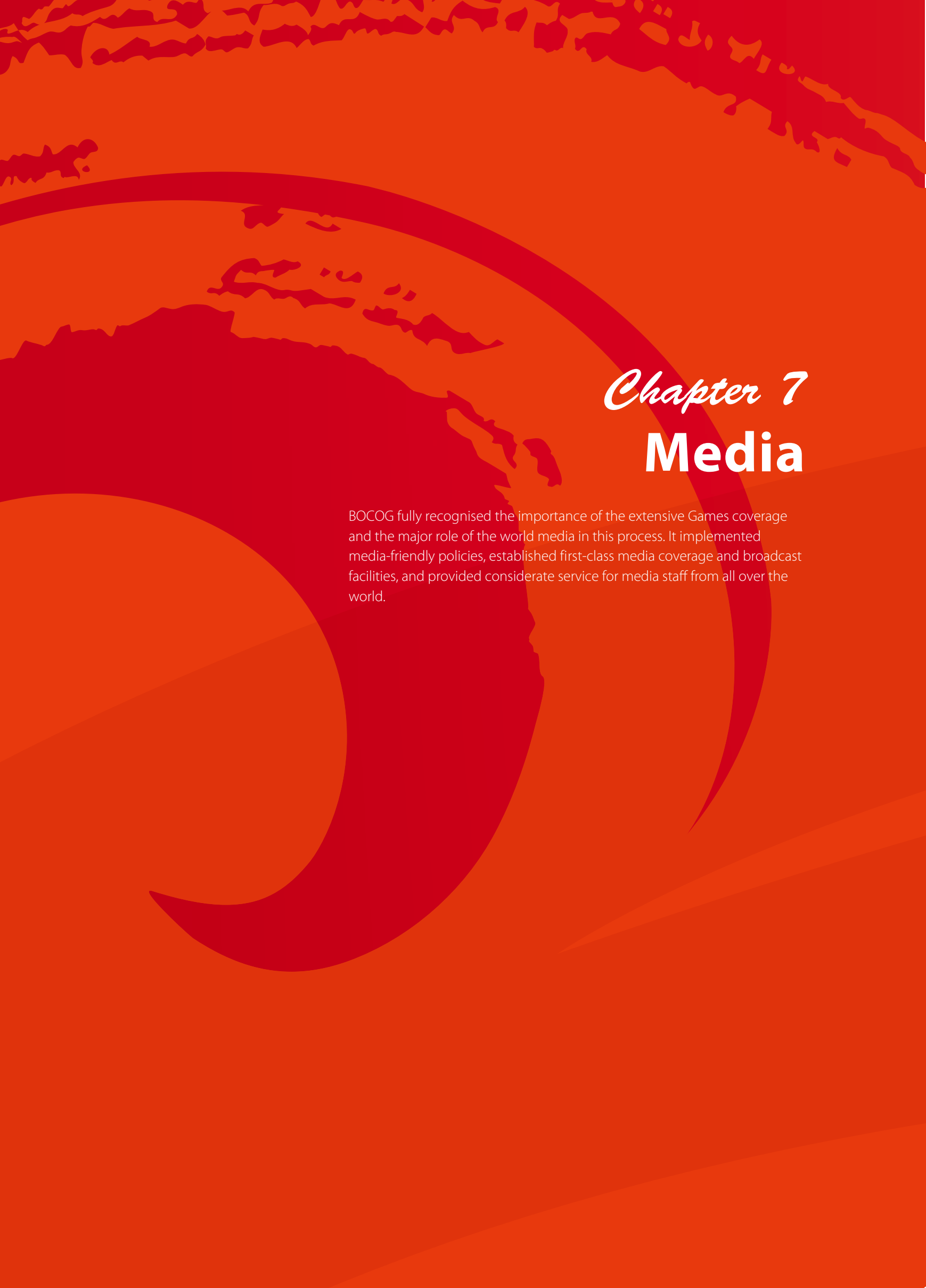
Throughout the evolution of the modern Olympic Games, many guidelines and conventions have been developed to regulate conduct of the host countries in preparing for and hosting the Games. These guidelines and conventions have been enriched by contributions from organisers of each Olympic Games.

Beijing not only strived to practise these existing guidelines and conventions but also improved its legal environment through Olympics-related legislation

initiatives.

To implement legal instruments and ensure cleanness in preparing for the Games, BOCOG's audit and supervision sector worked conscientiously, with an emphasis on major projects and events. This helped ensure effective legal service for the Games and left valuable experience to government departments and public institutions.





Chapter 7 **Media**

BOCOG fully recognised the importance of the extensive Games coverage and the major role of the world media in this process. It implemented media-friendly policies, established first-class media coverage and broadcast facilities, and provided considerate service for media staff from all over the world.



Service Guide for Foreign Media Coverage issued by BOCOG

7.1 Preparations



BOCOG adhered to the concept of “service first” in preparing for media operations during the Beijing Olympic Games.

7.1.1 New Regulations

Before the Games, BOCOG hosted three world broadcaster conferences, two world news media conferences and three national media symposiums to brief the accredited media on Beijing’s preparatory work. It also received visits from world media and broadcasters and solicited suggestions from them on media operation arrangements during the Beijing Olympic Games.

On January 1, 2007, *Regulations on Reporting Activities in China by Foreign Journalists during the Beijing Olympic Games and the Preparatory Period* took effect. Soon afterwards, the BOCOG Media Operations Department and related departments of the Chinese Central Government and Beijing Municipal Government compiled the *Guide on Reporting Activities in China by Foreign Journalists during the*

Beijing Olympic Games and the Preparatory Period.

The *Guide* covered a variety of issues on work and dwelling permits, cultural relics filming, interviews with Chinese athletes, employment offers to local Chinese citizens, office rental, Customs clearance, entry of radio communications equipment, temporary entry of motor vehicles, driving permits, taxation, insurance, temporary bank accounts, sale of international newspapers and magazines in China, reception of international satellite TV signals and Internet access.

7.1.2 One-stop Media Service

Starting on July 1, 2007, a one-stop media service office was jointly established by BOCOG and 17 government institutions of Beijing Municipality to handle administrative procedures in granting interview approval to international media in China.

One-stop media service, which integrated receiving, reviewing

and ratifying interview applications, greatly simplified application procedures. Post-Games statistics indicated that throughout the Games, the one-stop media service office served more than 600 international media agencies, handling some 15,200 consultation requirements, granting 3,100 approvals and issuing 2,203 visas.

The temporary one-stop service station at the Beijing Capital International Airport helped 445 international journalists and reporters with their ID check.

Throughout the Games, 38 temporary bank accounts were opened for international media agencies and temporary driving licenses were issued to 1,033 international accredited staff of 53 media agencies from 37 countries and regions.

The one-stop media service office also coordinated the Customs offices in Beijing and the Co-host Cities to issue more than 1,100 *Letters of Confirmation for Equipment Entry & Exit* to international media operating in these cities.



7.2 Games-time Media Operations



The Beijing Olympic Games drew an unprecedented number of 32,278 journalists and reporters, among whom 26,298 were accredited media staff, and 225 Rights Holding Broadcasters (RHBs), making it one of the greatest galas of media exchange in Chinese history.

7.2.1 Major Facilities

BOCOG worked closely with the IOC Press Commission and the Radio and TV Commission to provide high-standard facilities for Games coverage and broadcast.

Main Press Centre

The Main Press Centre (MPC) of the Beijing Olympic Games was the headquarters for accredited journalists, photographers and non-rights-holding broadcasters. BOCOG also conducted its media operations here.

Located in the Olympic Green Central Area, the MPC faced the International Broadcast Centre (IBC) and was connected by convenient transportation with major competition venues such as the

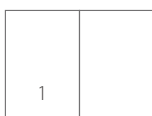
National Stadium and the National Aquatics Centre. It was only about a 10-minute walk from the Beijing Olympic Village and a 15-minute drive from the Green Homeland Media Village.

The MPC, with a usable floor area of 62,000 square metres, was the largest of its kind in the history of the Olympic Games. During Games time, it was opened around the clock to serve 5,800 accredited media staff.

The buildings of the MPC were part of the National Convention Centre. The MPC contained the lobby, main press workroom, photographer workroom, press conference rooms, private rental space, canteen and other functional zones.

The 5,000-square-metre main press workroom enjoyed a space large enough for 970 journalists to work at the same time, and the 34 TV sets provided the latest competition results.

The photographer workroom could hold 250 people at the same time, with large lenses available.



1. Beijing 2008 International Media Centre



MPC press workroom



Press workroom in Beijing 2008 International Media Centre

Five press conference rooms, the largest one able to hold 800 people, the smallest one 80 people, and the remaining three 200 each, were used. Simultaneous interpretation, involving Chinese, English, French, German, Russian, Japanese, Korean and Spanish, was available during Games time.

The 1,650-square-metre main lobby had a commercial zone, a language service zone, media reception desk and other functional zones. photocopying and fax centre, a library and the Office of Olympic News Services (ONS). On either side of the lobby were facilities such as supermarket, post office, banking office, computer repair shop, newsstand, travel agency, coffee shop, telecommunications service room, pharmacy, first-aid station, laundry, gym and lost & found office.

A three-star hotel and a five-star hotel were located to the south and north of the MPC, which offered 800 standard rooms and business suites. This arrangement, with all the convenience it brought about, was spoken highly of by international media staff.

In the vicinity of the MPC were also the Media Accreditation Centre, Guest Pass Centre, Car Park (with space for 1,100 vehicles), Media Shuttle Bus Station and Taxi Rank.

The MPC provided a fixed telecommunications network and wireless broadband service, and it was the first time in the history of the Olympic Games that media staff had access to wireless broadband service. Wireless broadband service was also available in press tribunes at the competition venues.

“Group security check” was conducted for the first time in Olympic history. Accredited journalists only had to go through security check once before boarding the “media-only” bus, so that they did not have to be checked again while travelling between venues.

Beijing 2008 International Media Centre

The Beijing 2008 International Media Centre (BIMC), set in the five-star Gehua New Century Hotel jointly operated by the BOCOG Media & Communications Department and the Information Office of the Beijing Municipal Government, was used for non-accredited media staff during the Olympic and Paralympic Games in Beijing.

Located in the northern section of the Third Ring Road, the BIMC was only two kilometres away from the National Stadium and the National Aquatics Centre.

The BIMC, occupying a space of some 30,000 square



Photo work area at a competition venue

metres, had multiple functional zones for media registration, operation, exhibition, etc. It offered a work area for 600 media staff, as well as two press conference rooms of 600 and 200 seats respectively. On the walls of the area were TV screens showing competition events, and the wireless broadband service was available.

The 1,800-square-metre canteen would cater to journalists and photographers from all over the world. Shuttle bus service was available between the BIMC and major living quarters of the media staff. Other service and recreational facilities made life in the BIMC cosy and comfortable.

7.2.2 Games-time ONS

The BOCOG Media Operations Department recruited 148 international staff members and 298 international volunteers for the ONS operations. These professionals, with native-like English proficiency and experience in media work for large scale sporting events, helped greatly improve the newsworthiness of ONS operations.

On July 8, 2008, the MPC was officially opened to the media, and between July 25 and August 27, the MPC operated 24 hours per day.

From July 27 to August 25, 2008, some 300 paid staff and 1,000 volunteers at the 42 venues in Beijing and the Co-host Cities received over 90,000 journalists, reporters and photographers.

During the period, the ONS conducted operations such as pre-Games information collection, Games-time news coverage, release of competition results and information integration.

Before the Games, Infostrada Sports, an international provider of event news service at the Beijing Olympic Games, submitted information such as competition results of previous Games and athlete résumés. By August 15, 2008, résumés of 11,565 athletes, 92 coaches, and 247 officials, as well as the overview of all 204 NOCs, had been collected. Information about 170 horses was also obtained.

Venue ONS teams helped collect background information such as history and rules of the events, qualifications for Games participation, description of related venues and sports equipment, competition records and results, as well as overviews of the related IFs.

All necessary information had been submitted and input into the Beijing Olympic Games News Service System (INFO2008) by July 25, 2008.

Between July 25 and August 24, 2008, the News Service Division of the BOCOG Media Operations Department furnished INFO2008's Games News column with 11,815 news reports (1.5 times that of the Athens 2004 Olympic Games) with an average of 381 reports per day and 825 reports on the peak day of August 21.

As flash quotes were frequently used by journalists and reporters, the editing room compiled for them "daily flash quote highlights". The editors also collected Games-related statistics, which were popular among the media staff.

During the Games, competition results were delivered to the press workroom, photographer workroom, private rental space and venue ONS centres. To guarantee competition results delivery at the venues, the IOC offered two training sessions to the venue ONS staff and helped formulate standard delivery

procedures.

Based on the information integration operational plan, information about competition results, medal tally, competition records, traffic, weather, etc. was automatically updated. Information about cultural events, sponsor activities, press conference schedule, news release from the IOC and BOCOG, transportation schedule for the Opening and Closing Ceremonies, media operation policies, etc. was processed through ONS operations.

7.2.3 News Gathering

Between July 8 and August 24, 2008, 39 press conferences were held in the MPC and 85 in the BIMC.

A spokespersons' office was established to release Olympics-related news and answer questions from

Media tour of Games-time security facilities



the media. Media staff were also able to interact with representatives from government authorities stationed in the MPC and the BIMC on topics such as environmental protection, transportation and tourism, and to conduct interviews with experts and representatives of Beijing citizens on various issues.

To facilitate interviews by the international media, 10 media tour routes and 100 media resorts were arranged to highlight the "New Beijing Great Olympics" initiative. The MPC and the BIMC organised media tours to the Beijing Olympic Food Inspection Centre, the Beijing Olympic Environment Monitoring Centre, the Beijing Olympic Transportation Operation Command Centre, the Beijing Meteorological Bureau and other institutions.

In addition, the MPC and the BIMC arranged for the

international media staff to visit cultural relics and historic sites in Beijing, including the Great Wall, the Forbidden City and the Temple of Confucius, and new landmarks such as the Olympic Subway Line, the Beijing Planning Exhibition Hall and the renovated Qianmen Street.

The MPC and the BIMC both had interview application desks which were open 24 hours everyday. In line with the practices of previous Games, applications were replied to within 24 hours. During the Games, the MPC received 840 written applications, among which 810 were granted approval, accounting for 96 per cent of the total. It also received 5,903 phone calls consulting about or filing applications, among which 5,700 were settled, accounting for 97 per cent of the total. The BIMC granted 451 approvals on the 487 applications received, accounting for 94 per cent of the total.





7.3 TV Broadcast



The Beijing Olympic Games broadcast operations featured the widest coverage, highest audience rating and best broadcast effect in the history of the Olympic Games. CCTV audiences on the Chinese mainland alone reached 1.1 billion, and 211 million people in the U.S. watched the Games on the National Broadcasting Company (NBC). Broadcasters from all over the world conducted 5,000 hours of coverage and live broadcast, reaching 4.7 billion people worldwide and setting a new Olympic Games TV broadcast record.

7.3.1 International Broadcast Centre

The Beijing Olympic Games International Broadcast Centre (IBC) was the heart of the Olympic broadcast operations and headquarters for all the RHBs.

The IBC occupied the grand exhibition hall of the National Convention Centre in the Olympic Green Central Area, as well as building floors B2 to F7. With a construction area of 139,950 square metres, it was the largest

international broadcast centre in Olympic history. The IBC had a usable area of 90,000 square metres, of which 55,000 square metres were used for broadcast operations.

The IBC hosted the BOB and the RHBs studios. During Games time, some 18,000 media staff, 5,000 from BOB and 13,000 from RHBs, worked around the clock, and it took them only a 10-minute walk to reach the National Stadium and the National Aquatics Centre.

A seven-floor multi-media broadcasting tower stood between the IBC and the National Stadium. The 160-metre tower enabled the RHBs, including CCTV and NBC, to make the Olympic Green Central Area their studio backdrop.

7.3.2 Broadcast Operations Support

In preparing for the Beijing Olympic Games broadcast operations, BOCOG and Beijing Municipality made great efforts to meet the needs of all the broadcasters.

For instance, with BOCOG's

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- 1. Media boat used for covering rowing, canoe/kayak, sailing and triathlon swimming events
- 2. Beijing Olympic Broadcasting Co., Ltd in the IBC



CCTV studio in the IBC

coordination efforts, 59 satellite news gathering vehicles were granted entry into China.

BOB was granted approval to set up their cameras on the roof of the National Museum, from which the busy Tian'anmen Square was captured as the backdrop for many TV studios. It also had its broadcast base established on the east side of the Square, where NBC of the U.S., the European Broadcasting Union, Consortium of Japan and other major RHBs were able to use Tian'anmen Gate as the backdrop for their broadcast.

Independent camera zones were allocated to BOB in eight major competition venues for photographers and reporters to conduct live interviews with athletes,

so that they did not have to crowd with press journalists. This arrangement also enabled journalists in the press tribune to clearly see the interviews on their screens.

Statistics indicated that from May 2008 to the end of the Games, BOCOG coordinated with the Ministry of Foreign Affairs of the People's Republic of China and China Customs to issue 352 business visas and 66 J2 visas to broadcasters, granted 28 permits to 20 TV stations for entry of 28 mobile satellite outside broadcast vans. *Letter of Approval* was issued to 24 international broadcasters. BOCOG also held 34 broadcaster briefings to solve problems that emerged during the Games.



7.3.3 Games-time Broadcast

Between August 8 and 26, 2008, the IBC was open around the clock to facilitate the work of the RHBs. Some 120 broadcasters stationed in the IBC. Altogether, 17 world broadcasters' organisations with 225 RHBs, as well as six new-media broadcasters, were involved in Games broadcast, and accredited broadcast staff totaled 13,000.

BOB, engaged 5,000 staff, 861 video cameras for live broadcast, 30 video cameras for news gathering, 275 digital video recorders, 302 video tape recorders, 500-hour-capacity high-definition video servers, 59 HD outside broadcast vans and seven audio vans. 1,420

commentator seats and 2,580 observer seats were prepared at the venues.

For the first time in Olympic history, Beijing Olympic Games TV broadcast adopted high-definition specification signals and 5.1 surround sound audio signals for all 28 sports, which constituted a collection of high-definition records for the Games.

A number of technical breakthroughs were also achieved.

For example, virtual graphics were added to the broadcast of track & field, swimming, sailing and canoe/kayak. Three-dimensional (3D) maps in high-definition format were applied to road cycling, mountain bike cycling, marathon, equestrian and triathlon. GPS was used to locate boats in sailing and canoe/kayak events.

Media operations involved the largest and most sophisticated public signal gathering network for live broadcast, which connected the IBC with all competition venues and their surrounding areas.

Chinese radio and TV stations, including CCTV and TV stations of Beijing, Guangdong, Jiangsu, Liaoning, Shanghai, Tianjin and Zhejiang, were in charge of production of live broadcast signals for seven sports, namely, table tennis, badminton, modern pentathlon, football, basketball, volleyball and tennis.

China National Radio and China Radio International set up studios in the IBC to send signals back to their headquarters, a first-time practice for the two radio stations.



7.4 Support Services

29,379 media staff applied to BOCOG for Beijing Olympic Games accreditation. The Media Accreditation Centre (MAC) was

set up to the north of the MPC to handle manufacturing and validation of the Olympic Identity & Accreditation Cards (OIACs).

Statistics on Media Accreditation

Type	OIAC Manufactured	OIAC Validated
Host broadcasters	6,119	5,777
Rights Holding Broadcasters	13,298	12,415
Journalists & photographers	6,881	6,512
Total	26,298	24,704

Before the Games, 1,142 accommodation reservations were sent in. BOCOG coordinated with contracted media hotels in Beijing and the Co-host Cities to process these reservations and make accommodation arrangements between August 1 and 24, 2008. Except for the peak on August 9 with 11,807 guests, the daily average between August 10 and 24 ranged from 10,500 to 11,807.

On July 25, 2008, the two Media Villages in Beijing were open to guests. The peak check-in period for

the Green Homeland Media Village came on August 4 with 942 new guests, and the in-house guests totalled 5,927. Huiyuan Apartments Media Village received 729 new guests on July 29, and the total number of guests on that day reached 938.

The media transportation helpdesk received vehicle reservations and reply to media transportation inquiries from media hotels and venue teams. The helpdesk also handled complaints, informed guests of updated bus schedules and helped recover lost belongings.

Statistics from the Transportation Helpdesk

Inquiries	6,643
T3 reservations	153
Reservations for bus to training venues	26 buses for 98 people
Reservations for bus to Tianjin	Seven buses for 126 people
Reservations for bus to Qinhuangdao	Eight buses for 106 people
Complaints	40
Lost items found	Six mobile phones, three laptops, one camera, clothing, etc.

Media Rate Card service helped guarantee media agencies' Games-time operations in the MPC's rental space in terms of furniture, equipment, electric power, communications, vehicle permits, etc. It was also a major channel for media staff in the press workroom and venue press tribunes in obtaining information

support.

Before the Games, Rate Card service focused on operations such as electric circuit maintenance, furniture move-in, technical equipment installation and material move-in.

During Games time, the focus of Rate Card service was shifted to rental space allocation, assistance in operations of major media agencies, vehicle permit granting and placement of Games-time orders.

Support services for media operations also included logistics and Customs clearance. Coordination between BOCOG and China Customs made the entry of materials and equipment into China possible.

BOCOG published the *Games-time Media Operation Guide Kits* to inform accredited media staff of Games-time services, facilities and relevant media operation policies.



Multi-media broadcasting tower in the Olympic Green

Media Service Guides

Title	Language	Printed Copies
<i>Media Guide</i>	English	7,000
	Chinese	3,000
<i>Media Transport Service Guide</i>	English	25,000
	Chinese	5,000
<i>Main Press Centre Guide</i>	English	7,000
<i>Photographers Guide</i>	English	3,000

Venue teams of the MPC and the IBC offered personalised services to media staff. For example, they sent their best wishes to the staff who celebrated their

birthdays during the Beijing Olympic Games. CDs of the Closing Ceremony were distributed to media staff as souvenirs. In total, 20,000 copies were distributed.



Opening Ceremony Media Guide

7.5 Promotion of the Games through Media



In addition to Games-time ONS and TV broadcast, promotion of the Beijing Olympic Games was given great priority.

7.5.1 Focuses of Promotion

Starting from the 100-day countdown to the Opening Ceremony of the Beijing Olympic Games, media agencies in Beijing gave extensive coverage of the following:

- The Olympic Games as an international sports event and cultural gala
- Support from Olympic Family members and Beijing Olympic Partners and Sponsors
- Best wishes from all over the world for the success of the Beijing Olympic Games

The concepts of “Green Olympics, High-tech Olympics and People’s Olympics” were emphasised in promoting the Games.

The MPC and the BIMC held 10 press conferences and 12 rounds of live interviews to publicise major steps for “Green Olympics”, such

as air pollution control, emission reduction and energy efficiency initiatives in Beijing.

The two centres also held four press conferences and five rounds of live interviews to highlight the efforts of “High-tech Olympics” regarding Olympic venue construction, intelligent traffic control system, etc.

Another eight press conferences and 15 rounds of live interviews were held to promote the ideal of “People’s Olympics”, in which Olympic education, cultural relic protection and volunteerism were spread to the public.

Major news agencies in Beijing, including *Beijing Daily* and Beijing Television Station all added Beijing Olympic Games promotion columns to their programmes.

Local media also promoted the idea that the Games in Beijing would benefit the public in terms of transportation, food safety, environment, air quality and social security, and that the Games would help improve the harmonious development of Chinese society as a whole.

From the 100-day countdown to the opening of the Beijing Paralympic Games, more than 30 press conferences and 20 in-depth interviews regarding the Beijing Paralympics were organised to publicise the concept - Transcendence, Integration, and Equality. Meanwhile, local media covered the preparations for the Paralympic Games as well as the construction of accessible facilities.

7.5.2 Promotion through the Internet

Many publicity campaigns were launched on the Internet prior to and during the Games, creating a favourable consensus for the Olympic and Paralympic Games in cyber space.

After Beijing won the Olympic bid, the former official Olympic bid website became BOCOG's official website (www.beijing2008.cn). On November 7, 2005, SOHU.com began managing the BOCOG official website.

In the beginning, the official website had Chinese, English and French versions only. Later, Spanish and Arabic versions were added. During the Games, 15,000 news stories and 25,000 photos were released via the official website. 38 on-line interviews with prominent figures were conducted. Competition results were also released through the website.

All the press conferences held in the MPC were publicised on the BOCOG official website, which helped enhance the influence of conferences and constituted an important information source for media staff. Statistics indicated that some eight million people viewed the conference webpage.

Starting on August 1, 2008, more and more netizens visited the BOCOG official website, and the number increased from two million visits per day to 24 million on the day of the Opening Ceremony, and continued to increase, exceeding 100 million on August 12. Between August 14 and 24, the number almost hit 200 million, a record high in terms of page views. Among the visitors, 71.9 per cent were netizens from foreign countries and regions.

Starting from April 2008, major local websites began to report the Beijing Olympic Torch Relay, preparations for the Games, competition events, Olympic legacies

and the Paralympic Games through their Olympic channels or columns.

Comprehensive on-line coverage of the Games also commenced on major websites and won great support from the netizens. During the Olympic and Paralympic Games, page views of major websites including SOHU.com reached 10.3 billion, with an average number of 58.4 million per day.

7.5.3 Publicity Campaigns

BOCOG and the Beijing Municipal Government issued more than 2,000,000 copies of various publications in Chinese, English, French, Spanish, German, Japanese, Russian, Korean and Arabic, which included those for general readers such as city maps, city guides, and a general introductory handbook titled *Welcome to Beijing*.

There were also publications designed for athletes such as *Meet You in Beijing*, and brochures for journalists titled *City of Olympics*. 20,000 copies of *300 Chinese Sentences for the Olympic Games* were prepared in the MPC and IBC, which were distributed to media staff within a week. Altogether, 600,000 copies of publicity material were released in the MPC, the IBC and the BIMC.

BOCOG set up six newsstands at the MPC and the Beijing Olympic Village, each offering more than 90 international newspapers and 2,000 books in international languages. These publications were warmly received by spectators, journalists and athletes.

Prior to the Games, Beijing Olympic Games promotional videos were played on more than one million flights of 14 major international airlines. These included five videos shot by world-renowned directors from Britain, France, Italy, Iran and the Hong Kong Special Administrative Region.

CCTV, one of the most recognisable names in China's media industry, was granted the right of Games live broadcast and broadcast via news media. Its subsidiary, China International Television Co., Ltd, obtained the exclusive right to issue audio-visual products about the Games.

Between August 1 and October 31, 2008, a grand exhibition titled “One World One Dream” was sponsored by BOCOG, Beijing Municipality, the General Administration of Sport of China and China Disabled Persons’ Federation. With 1,800 exhibits and 2,200 photos, the exhibition demonstrated the efforts of Beijing in bidding and preparing for the Olympic Games, as well as the enthusiasm of and support from the Chinese public and international friends. The exhibition received more than 500,000 visitors.

In addition, a 100-episode TV documentary series, “*Stories of the Beijing Olympic Games*”, was filmed. The documentary, consisting of three parts - people of Beijing, the city and Olympic preparation. The documentary series not only displayed Beijing’s cultural traditions, its seven-year Games’ preparation and its development in the modern era, but also provided clues for international journalists to conduct news coverage.

Summary

BOCOG adopted a “service first” strategy for Beijing Olympic Games media operations. Based on this strategy, favourable policies were formulated with first-rate broadcast facilities prepared and ONS provided. Greater freedom was granted to international media in covering the Games thanks to the *Regulations on Reporting Activities in China by Foreign Journalists during the Beijing Olympic Games and the Preparatory Period*.

BOCOG solicited suggestions from major international

media agencies and provided one-stop media service to facilitate Games-time media operations and TV broadcast, as well as a whole package of support services covering almost every aspect of media staff’s life and work in Beijing during the Olympic Games.

In addition, efforts were made to promote the Games. Conventional publicity and modern Internet campaigns helped achieve the greatest possible publicity effect.





Chapter 8

Technical Support and Logistics

Technical support and logistics represented two unique elements that witnessed the Olympic passion in Beijing. The BOCOG technical support team distinguished itself not only through its scientific planning but also through its effective integration of all resources. The BOCOG Logistics Department, in offering material support to the Games preparation, created a management model involving procurement and delivery as well as post-Games collection.



8.1 Technical Support Guidelines

The ultimate goal of technical support for the Games was to provide reliable and comprehensive technical service.

8.1.1 Service Categories

Services provided by the BOCOG Technology Department involved the following:

Competition Results

This service included timing and scoring, venue scoreboard

information, results printing and distribution, results data, results release on the BOCOG website and INFO2008, commentator information system, radio INFO, long-distance commentator information system, etc.

Information

Information service involved 10 systems, providing information for BOCOG staff, volunteers, sport entries & qualification, arrival & departure, traffic, medical care, accommodation and protocol. It



Digital Beijing Building

also involved 22 BOCOG office systems, regarding sports information, venue management, accreditation, technical facilities, logistics and finance, etc. In addition, it provided servers, computers and network equipment, etc.

Communications

The communications service involved fixed phones, leased lines, pay phones, mobile phones, mobile communications terminals, ADSL, broadband, WLAN, trunk communications, and cable TV.

Radio Frequency

This service involved application for and approval of radio frequency, access authorisation for radio frequency devices, radio frequency monitoring and coordination.

Audio and Video

The audio and video service involved temporary wiring and uninterrupted power supply, as well as audio and video devices, at the venues.

Technical Infrastructure

Technical infrastructure operations involved the Main Operations Centre (MOC), Technology Operation Centre (TOC), Primary Data Centre, Information Network Security Monitoring Centre, Integration Lab, Backup Technical Operation Centre, Backup Data Centre, and Technical Support Call Centre.

Technical Systems for Relevant Functional Areas

This service involved television broadcast, security, ticketing, and transportation.

8.1.2 Service Strategies

Games-time technical operation strategies called for feasible planning and standardised management.

The strategies were aimed at ensuring smooth Games-time technical operations with the resources and sound management. In accordance with the overall technical support operational principle, more than 90

per cent of work and problems would be dealt with by venue technical support groups independent of the TOC, while relevant information was to be reported to the TOC through various channels, such as the daily newsletter and the content management system.

8.1.3 Technical Support Team

The team had three divisions: the venue technical support groups, the TOC, and the technical emergency response group.

Venue Technical Support Groups

A venue technical support group functioned

- to ensure all technical products and services needed by the venue concerned be delivered as planned, and report to the venue manager and the TOC manager about technical operations of the venue
- to maintain daily operations of all technical equipment or facilities of the venue concerned, and monitor the operation of technical systems concerning communications, information and competition results
- to ensure all problems concerning the venue be solved within a specified timeframe
- to exchange views on technical products and services with all functional areas of the venue and the TOC
- to collect the equipment after the Games

Technical Operation Centre

The primary function of the TOC was to support venue operations.

All the venue technical support groups reported to the TOC, which in turn provided daily reports to the MOC. When necessary, the TOC worked with the MOC and Sport Command Centre to address specific issues.

The TOC also provided the IOC Technology Department with a daily briefing and was the primary point of contact with the IOC Technology Department on a daily basis during the Games.

The TOC functioned

- to manage and allocate all technical equipment,



Technicians monitor the operation of venue facilities

facilities and human resources (including BOCOG partners and technical volunteers), and ensure all technical products and services be delivered and rendered as planned

- to monitor the operation of technical systems concerning communications, information, competition results and other technical systems, and ensure all problems concerning the venue be solved within a specified time limit
- to report to the technology and Internet support division and relevant NOCs about the operation of technical equipment and facilities, and communicate and coordinate with competition organisers, media, sport presentation managers, venue managers, as well as the IOC Technology Department in order to render efficient solutions to emergencies
- to run daily routines, such as monitoring the operation of various networks, accepting applications for the Helpdesk L1 technical services, offering

solutions to reported problems and emergencies, running the major technical systems, equipment, and facilities for the Beijing Olympic Games, and coordinating all technical partners in the management of technical assets and human resources

Technical Emergency Response Group

The technical emergency response group functioned

- to follow the orders of the TOC to handle problems that could not be dealt with by the venue technical team
- to assist the venue technical team in solving problems within a specified timeframe, report to the TOC supervisor on a regular basis, and manage materials, equipment or backup spare parts needed in an emergency technical response

8.2 Technical Operation Details



To ensure smooth Games-time technical operations, strategies and procedures were carefully laid out.

8.2.1 Strategies and Procedures

Based on the study of the Transfer of Knowledge (TOK), the technical support team made working strategies and procedures in regard to the Beijing Olympic Games.

Take the timing and scoring system and the competition results system for instance. They each had two or three back-up systems, which all underwent comprehensive tests and rehearsals. As changes in demand were inevitable, all technical systems had sufficient flexibility for adjustments and back-up operations.

Thanks to configuration adjustments and other measures, the reliability of all the venue technical systems was constantly improved through the Good Luck Beijing Test Events, and the systems had zero breakdown during the transition between competition

events.

Suggestions from the IOC played an important role in formulating the strategies and procedures, and dialogues with the IOC Technology Department contributed to the smooth technical operations of the Games.

8.2.2 Test Operations

Test operations of the technical systems, the Good Luck Beijing Test Events and the technical rehearsals for the Games guaranteed the Games-time technical support.

System Performance Tests

All the information and competition results systems underwent sufficient tests.

During the early stage of technical project planning, an authoritative software testing agency was invited to conduct third-party tests on all information and competition results systems. It then reported all defects discovered during testing and tracked them until they were



1	
2	

1. High-definition signal is adopted in broadcasting the Beijing Olympic Games

2. Wind metre in the Olympic Rowing-Canoeing Park



eliminated.

Test Events

All the staff from the technical support team participated in the 46 Good Luck Beijing Test Events through which they gained valuable experience.

Technical Rehearsals

The first technical rehearsal was held on April 1 to 3, 2008. Attended by 600 staff, it was a simulation of the true technical needs of the Beijing Olympic Games. More than 100 simulation tests were carried out.

The second technical rehearsal lasted from June 10 to 12, 2008. It was a simulation of the three busiest competition days (August 13, 16, 21). This rehearsal was designed to register the responsiveness of the technical support team by addressing a variety of problems including hardware breakdown, software failure, sport equipment changes, complaints, security breaches, Internet interruption and power failure.

This rehearsal tested all the systems in 500 simulated scenes for 35 competition events and the exhibition event of Wushu. More than 2,500 people and 39 venues, including six Co-host City venues and six non-competition venues, were involved, which was unprecedented in the history of the Olympic Games. The rehearsal proved that all the systems were ready for the Games.

8.2.3 Operations

Technical infrastructure and essential technical services were in place 60 days before the second technical rehearsal, which laid a solid foundation for the Games-time technical operations.

The TOC was stationed in the Digital Beijing Building and began providing technical support for the Good Luck Beijing Test Events and for all the venues as early as August 3, 2007. Starting from July 25, 2008 the TOC was in 24-hour operation to address technical defects.

All the technical systems ran smoothly, which was acknowledged by the IOC Technology Department, BOB, and major Rights Holding Broadcasters (RHBs) and news agencies.

By the opening of the Beijing Olympic Games on August 8, 2008, the technical support team had handled a total of 90,461 breakdowns, consultations and service requests.

For 17 days during the Games, the technical support call centre and the venue technical support groups received a total of 10,023 reports, concerning 5,704 breakdowns and 4,319 requests. 5,148 of the breakdowns were addressed at the venue level, accounting for 94.4 per cent of the total.

During the Games, 98.5 per cent of reported problems were solved by the technical support team, with most of the serious problems promptly handled. No technical breakdown affecting competitions or media coverage ever occurred.

About 8,800 technical staff participated in Games-time work, of whom 570 were paid staff from the BOCOG Technology Department, as well as temporarily loaned staff from the venue owners and the TOC. The rest included 5,600 contracted staff and 2,630 volunteers.

8.2.4 Technical “Firsts”

Technical support operations during the Beijing Olympic Games achieved a number of breakthroughs.

For the first time in Olympic history, RHBs could log onto the real-time information system in their home countries to give commentary.

Reliable WLAN service was provided. During the Games, 2,550 WLAN access cards (including 600 INFO cards) were distributed. The WLAN service operated smoothly even when 2,200 users were online at the same time.

The media had wireless access to INFO2008. Users were able to visit INFO2008 via WLAN to do reading and editing even at the venue media stand or the workroom.

Information display in Chinese, the mother tongue of the Host Country, was used in 32 events at 31 venues.

Associated Press, Reuters, Agence France Presse, Getty Images, and Xinhua News Agency were provided with fibre optic network-based solutions for bulk



The WLAN devices installed in the photo work areas and the photo edition areas at the venues, which make high-speed data transmission possible

news material transmission across venues. During the Games, WLAN service promptly transmitted 66TB files (equaling eight million high-definition pictures) for the five news agencies, which greatly facilitated image transmission.

All media clients were able to access fixed Internet service with one-megabyte bandwidth in the media working areas at the venues.

The official website of the Beijing Olympic Games ran smoothly for three straight years. It offered contents in five languages (Chinese, English, French, Spanish and Arabic), and provided the cell phone version, the interactive electronic map technology for spectators as well as voiced information and sign language news broadcasts for spectators with a disability.

Cable television networks used in previous Olympic Games all adopted analog signal systems. In Beijing, though, all cable TV networks were digitalised, which was a milestone in the development of Olympic television transmission technology - a good manifestation of the "High-tech Olympics".

High-definition digital television programmes (via cable TV network) offered better audio and visual presentations of the competitions. Games Video on Demand Service was available 30 minutes after the start of competitions. Coaches, athletes and journalists were able to watch video of on-going and completed competitions, through which they were able to better understand their opponents and develop competition strategies.

8.3 Logistics Overview



After its establishment in 2005, the BOCOG Logistics Department organised Olympic logistics services in four stages: planning, adjustments, Games-time operations, and post-Games collection and disposal.

8.3.1 Planning

Initial preparations for logistics operations were conducted between 2004 and the end of 2006.

Research

Based on research conducted from 2004 to early 2005 on the logistics operations of the past Olympic Games, BOCOG delineated its strategic plan and basic framework for Olympic logistics operations.

In July 2005, the *Concept of Beijing Olympic Games Logistics Operation Programme* was formed, which classified logistics services based on responsibilities, clients, service

standards, resource requirements and possible risks.

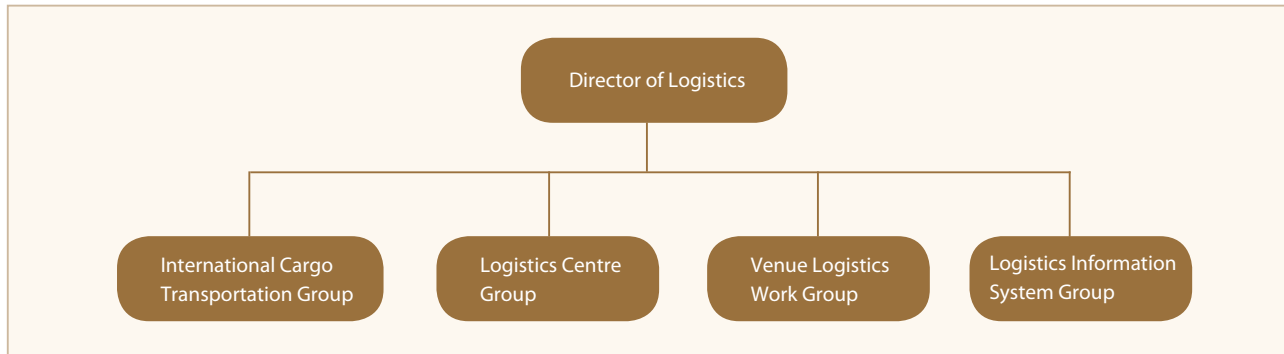
At the end of 2006, the Logistics Department came up with a model for Olympic logistics operations, which was later approved by specialists from home and abroad.

Organisational Structure

Established in September 2005, the BOCOG Logistics Department was comprised of the Procurement Division, Asset Division, Logistics Division and Comprehensive Business Division. By the end of 2006, the Logistics Department had 66 staff.

After the Beijing Olympics Logistics Centre (OLC) was put to use, major responsibilities previously assumed by the Logistics Division were delegated to the OLC. By the opening of the Games, a total of 3,164 accredited staff were on the logistics support team.

Organisational Structure of the Logistics Division (two years before the Games)



Management Model

On a centralised basis with a view to guaranteeing efficient utilisation of Olympic assets and funds, Beijing Olympic Logistics practiced material planning, procurement, allocation, distribution and disposal.

To this end, BOCOG established a three-tier management system: the Logistics Department acquired the overall responsibility; the divisions in charge coordinated management; users implemented material management.

BOCOG also made it clear that in fulfilling the requirements of the Games, all the materials be obtained through marketing, utilising proprietors' resources, outsourcing, leasing or loaning, purchasing with cash or appealing for donations.

Policies

To guide material management, the BOCOG Logistics Department formulated a series of rules and regulations, including:

- *Material Management Methods*
- *Regulations on Souvenir Management*
- *Good Luck Beijing Test Events Material Management Methods*
- *Allocation Principles and Criteria for the Beijing Olympic and Paralympic Games*
- *Regulations on Managing Materials in Warehouses*

To regulate procurement, the Logistics Department worked out the documents such as:

- *BOCOG Regulations on Goods Purchase*
- *BOCOG Regulations on Games-time Procurement*

The Logistics Department also coordinated with related government departments and issued the following documents:

- *Notice on Tax Policies for the Games of the XXIX Olympiad*
- *Notice on Customs Clearance for the Olympic Goods*
- *Quarantine Inspection Programme for the Games of the XXIX Olympiad*
- *Regulations on Letters of Indemnity for Temporarily Imported Goods*

Initial Testing

In August 2006, the Logistics Department participated in three Good Luck Beijing Test Events - Women's World Softball Championships, World Youth Track & Field Championships and Qingdao International Regatta - during which logistics services for the Games were tested.

Core logistics operation staff were trained during these events, which enhanced their managerial expertise.

In the meantime, the softball test event used logistics services provided by the United Parcel Service (UPS), one of the Beijing 2008 Partners, through which the Logistics Department was able to evaluate its sponsor's professional quality and strengthen the cooperation between the two sides.

8.3.2 Adjustments

From June 2007 to June 2008, Beijing held more than 40 Good Luck Beijing Test Events, as well as two comprehensive operation tests, during which defects were identified and addressed.

Venuisatation

Venuisatation was launched in 2007, and the venue logistics work groups, as part of the venue teams, cooperated with the other functional areas to complete the overall logistics operation plan.

Through participation in organising the test events, the venue logistics work groups improved the logistics management, examined their capability of handling provisional procurement and enhanced their cooperation with UPS. The work groups also addressed problems and gained valuable experience in material collection and disposal after the events.

After the comprehensive operation test in August 2007, coordination between relevant departments and functional areas were further enhanced.

Statistics showed that 98.7 per cent of the material needed for the test events were effectively managed, and the figure of three venues even reached 100 per cent.

Also throughout the test events, the Logistics Department mapped out detailed testing plans for logistics operations and issued regulations on material management and procurement in cash, criteria for material distribution, and venue logistics operation policies and procedures. Statistics indicated that the Logistics Department formulated and amended 29 general policies concerning logistics operations.

Improvements in Procurement and Material Management

In line with the needs of the test events, procurement policies were adjusted constantly and sports equipment procurement was carried out in phases.

To ensure quality material management, due importance was given to the three-tier management system. Three ledgers were designated to the

management of technical facilities, sports equipment, and furniture and electric appliances, while the Logistics Department was in charge of the overall bookkeeping.

The Logistics Department also tracked material management of non-competition venues and conducted inspections on a quarterly basis.

Specialised Logistics Operations

In June 2006, BOCOG and UPS signed a memorandum of understanding. The two parties would work together to develop and implement operational plans for Olympic logistics and to ensure inventory and delivery of material for the Games. They also signed a venue logistics service agreement for the Women's World Softball Championships, through which logistics services provided by the Logistics Department and UPS were tested.

In August 2006, BOCOG signed with North Shield Corporation the agreement on transporting horses for the Olympic equestrian events.

In July 2007, BOCOG signed the sailing equipment transportation agreement with UPS and Schenker China, and issued the sailing equipment transportation manual.

In the second half of 2007, the Logistics Department and the Olympic Village Department established a joint work group to prepare for logistics operations in the Village.

The Logistics Department also established a joint work group with the Opening & Closing Ceremonies Centre to conduct logistics operations at venues such as the National Stadium and the Olympic Green Common Domain.

The Logistics Department signed documents concerning logistics operations with the NOCs.

To guarantee smooth and efficient Customs clearance of Olympic materials, the Logistics Department cooperated with related Chinese governmental sectors to establish a joint work group to simplify Customs clearance procedures.

Beijing Olympic Logistics Centre

The Olympic Logistics Centre (OLC) was the first among the non-competition venues to go into operation. BOCOG and UPS signed a service agreement for the OLC and clarified that UPS would be responsible for warehousing while the OLC work team be set up to assist UPS.

In September 2007, the OLC also set up a logistics support team with related authorities of the districts and counties of Beijing.

Cooperation of the OLC work team, the logistics support team and UPS made possible the smooth logistics operations during the test events and the Olympic Games (detailed information of the OLC is included in 8.4 "Olympic Logistics Centre").

Logistics Information System

The Beijing Olympic logistics information system involved inventory and asset management, material procurement, transportation schedule and post-Games material collection and disposal.

In 2007, modules for inventory and asset management entered operation.

In 2008, modules for master delivery schedule, procurement and post-Games collection and disposal were in operation.

8.3.3 Games-time Operations

Games-time logistics operations started in June 2008 with Games-related material move-in.

Material Preparation

Starting in June, logistics services were in full operation, and by July 20, the sports equipment for 26 competition events (except sailing and equestrian) had all arrived, regarding 65 procurement categories of some 800, 000 items.

By July 15, 62 boats in 26 containers for the 15 teams participating in the Games had reached their designated places.

By July 24, 253 yachts and canoes in 15 containers from the NOCs of 62 countries and regions had also arrived at their designated places.

By August 6, 41 flights transported altogether 219 horses, 143 grooms and 157,000 kilogrammes of material.

Statistics showed that from March to July 2008, the Logistics Department finalised 49 procurement categories, with a volume of RMB 248 million.

By the end of July 2008, BOCOG had prepared 6,698,000 items for the Games, valued at RMB 850 million, among which fixed assets and low-value durable goods totalled 481,000 items (RMB 530 million), consumables 6,097,000 items (RMB 280 million), souvenirs 71,000 items (RMB 1.028 million) and intangible assets (software, etc) 48,000 items (RMB 29.085 million).

Inspection

From June to the end of July 2008, the Logistics Department organised inspections at each venue to check the materials.

Haier Group Company, Staples Commerce & Trade Co., Ltd., HK Royal Furniture Holding Ltd., and sponsors in charge of furniture and electronic appliances all completed quality inspections on the more than 200,000 items supplied for the Games.

The OLC provided warehousing and delivery service for sponsors including Lenovo, Atos Origin, China Netcom, Matsushita Electric Industrial Co., Ltd., Omega Enterprises, etc.

After initial quality inspections and packing at the OLC, all technical facilities provided by the sponsors were transported to the venues.

Customs Clearance and Transportation

As the Beijing Olympic Games was drawing near, Customs clearance of Olympic materials reached a peak period.

A large quantity of broadcast equipment, as well as materials of the NOC delegations and IFs, arrived at the

Customs at roughly the same time. By the end of July 2008, up to 300 consignments would arrive within a single day.

With the coordination of all the other BOCOG departments and related sectors, the Logistics Department's Customs clearance work group provided efficient service for the clients. By the end of July, the work group had assisted Olympic Family members in some 5,000 operations which involved US\$ 1.5 billion of materials.

By the end of July, the venue logistics work groups had moved 53,000 cubic metres of materials into the competition venues and 12,000 cubic metres into the non-competition venues.

The Logistics Department coordinated with related suppliers and transporters to complete the safety check of 420 transportation vehicles.

The Logistics Department issued a total of 965 Vehicle Access and Parking Permits (VAPPs) during material move-in, 1,027 during Games time, and 1,060 during material move-out and the Paralympic Games.

Games-time Logistics Support

During Games time, a logistics service support group was established to deal with unexpected problems on the spot and undertook provisional procurement, such as the procurement for the modern pentathlon and cycling caused by the change of bib number specifications.

The service support group also coordinated with contractors for Games-time sports equipment and service supplies.

To handle changes in venue logistics requirements, the logistics service support group coordinated with UPS promptly and developed correspondent contingency plans, such as the purchase of 20 electric vehicles for venue logistics operations.

The sponsors concerned also jointly set up a contingency service support scheme regarding furniture and electronic appliances. Each sponsor allocated considerable human and material resources for smooth operation of the Games: Haier Group

Company dispatched more than 200 staff to provide service at each venue, Staples Commerce & Trade Co., Ltd. contributed 120 staff, and Royal Furniture Holding Ltd. sent over 50 staff. Their services during the Games received unanimous recognition.

Games-time Venue Logistics

At the Beijing Olympic and Paralympic Games, the venue logistics service support group used forklifts to supply drinking water for crew on duty and provided ice used in competitions on a daily basis at each venue. They also took charge of material exchanges between venues, as well as material transition from the Olympic to the Paralympic Games.

From August 19 to 21, 2008, the logistics work group of the National Indoor Stadium worked 30 hours without stop, with a total of 42 staff and machines such as electric-powered forklifts, manual hydraulic carts and flat pull carts, to prepare 1,500 cubic metres of material for the transition between gymnastics competition, gymnastics show and handball competition.

On August 23, the logistics work group of the National Stadium completed two material transitions between track and field competition and football competition within 16 hours.

From August 24 to September 5, the logistics work groups at the 16 competition venues, including the Fencing Hall of the National Convention Centre, the National Aquatics Centre and Beijing Science and Technology University Gymnasium, as well as related non-competition venues, completed material transition between the Olympic and the Paralympic Games efficiently.

With safety as the focus at all times, the venue logistics work groups succeeded in operating accident-free logistics through security screening, training and other measures.

Master Delivery Schedule and Material Tracking

The Logistics Department studied the demands for logistics vehicles at each venue and coordinated the completion and implementation of the *Master Delivery Schedule*.



Olympics-dedicated freight passage at the Tianjin Customs

By September 20, 2008 when the *Master Delivery Schedule* came to an end, the OLC had made 40,295 logistics arrangements, with an average of more than 500 per day, which helped ensure that logistics trucks of all kinds entered each venue in a safe and orderly manner.

The Logistics Department signed the *Letter of Responsibility* concerning material tracking with each venue manager, and the venue logistics work groups signed an inventory form of indoor assets. Each category of material was registered in the correspondent assets account, which facilitated post-Games collection and disposal.

8.3.4 Post-Games Collection and Disposal

Right before the end of the Beijing Paralympic Games, the Logistics Department had organised a work group for material move-out.

On June 25 2008, BOCOG and Beijing Equity Exchange signed the *Olympic Goods Disposal Agreement*. In

coordination with Beijing Equity Exchange, BOCOG completed the auction of over 1,000 pieces of furniture and household appliances used in the Qinglan Building (BOCOG's office building in the early stage of Olympic preparation).

By September 30, 2008, material collection and disposal of 1,087,800 items was completed at the 39 competition, non-competition and training venues, with a total of 1,665 truck loads (145 of which were materials used for the Opening Ceremony of the Beijing Olympic Games).

In line with the legal procedures and the principles of thrift and transparency, the Beijing Municipal Government and BOCOG organised post-Games material disposal.

BOCOG donated over 5,600 Olympic items to provinces and municipalities throughout China and organised auctions of the props used at the Opening and Closing Ceremonies of the Games, such as the *fou* drum (a clay percussion instrument used in Ancient China).

8.4 Olympic Logistics Centre



The Olympic Logistics Centre (OLC) was the management hub for material distribution, material security screening, Customs clearance, the *Master Delivery Schedule* and material management information.

8.4.1 OLC Overview

The OLC was located in Shunyi Airport Logistics Park, Beijing, the west side of the park being only 27 kilometres from the major Olympic venues. Connected to many motorways, it enjoyed very convenient transportation.

The OLC had four warehouses, with a floor space of about 102,000 square metres and a hard surface of about 42,000 square metres. There was also a storage space for BOB, which had an area of 12,000 square metres and was divided into the test site and the warehouse site.

In May 2006, BOCOG signed a leasing contract with Prologis Company, through which facilities at each warehouse were leased.

In February 2007, the No. 1

Warehouse (rented by BOCOG) was completed and put into operation, and by May 2008, BOCOG had rented all the warehouses at the OLC.

By the end of July 2008, all work had been completed, including warehouses at each venue and hard surface facilities, security screening overlays, PC factories, the BOB warehouse at the OLC and the power capacity increase renovation project.

Also at the end of July, the Olympic image and identity signs and billboards, venue transportation, public information and pedestrian signs were installed at the OLC and the venues.

8.4.2 The OLC Work Team

Preparation for the OLC started at the end of 2006.

In September 2007, the OLC work team was established.

In May 2008, all the OLC work team staff and volunteers were in place, and the OLC operation started,

involving the Venue Manager, the functional areas, UPS work team, security team and local authorities.

Before the Games, the BOCOG Logistics Department carried out a variety of training for the 1,027 work team staff, such as the 12 training sessions for a total of 1,100 security personnel at different levels.

The director of the Logistics Department not only gave lectures himself but also organised a group of core members to lecture at the training sessions and to compile seven training manuals.

At the same time, the OLC formulated related regulations and work plans, which were constantly readjusted and improved.

Before the Games, for instance, the OLC mapped out six security regulations, security responsibilities for 12 posts, as well as 29 security plans. In addition, 14 venue operation regulations, 25 business operation regulations, nine operation support regulations and 58 emergency plans were formulated.

In accordance with the construction schedule for facilities at each OLC warehouse, four issues of the

Detailed Operation Design were published.

In April 2008, the third edition of the *Operational Plan for the Beijing Logistics Centre* was completed, covering the issues of the OLC warehousing arrangements, material move-in, master delivery schedule, transition, staffing, accreditation and post-Games material move-out.

8.4.3 OLC Operational Statistics

During the Good Luck Beijing Test Events and the Beijing Olympic and Paralympic Games, the OLC undertook material storage, processing and delivery. It also functioned as the Games-time Logistics Operation Command Centre.

Delivery

From March 8, 2007 to September 30, 2008, the OLC handled 18,340,000 items from 6,466 consignments, and delivered 1,045 tons of materials. 40,295 arrangements concerning the *Master Delivery Schedule* were made.

The Key Performance Indication (KPI) Index of the OLC

KPI Index	Order Fulfillment Rate (%)	Rate of Inventory Accuracy (%)	Rate of Accuracy of Storage Space (%)	Rate of Delivery Fulfillment (%)	Rate of Prompt Distribution (%)	Rate of Goods in Good Condition (%)
Average	120	120	120	120	99.95	99.95

Customs Clearance Coordination

In November 2006, the first consignment of Olympic material passed through China Customs, and by September 30, 2008, the OLC had helped Olympic Family members handle Customs clearance procedures for over 5,000 times, involving a total value of US\$ 1.5 billion.

Material Management

By September 30, 2008, the OLC had got 1,504 orders for materials in the warehousing information system and devised management codes for 10,892 kinds of material. 13,754 reception and delivery of materials were completed, involving 8,011,156 items and 6,893,417 items respectively.



Beijing Olympic Logistics Centre

Information Service

The Olympic logistics information system provided strong support for inventory and assets management, transportation planning and post-Games material collection and disposal.

24 defects were identified and addressed. Altogether, primary data of 255 users and 205 venues as well as 9,453 pieces of logistics information were recorded.

The system provided all competition venues and major non-competition venues in Beijing with information support, helped check 1,737 receipts, and facilitated the smooth transition from manual book keeping to e-bookkeeping.

Technical Support

The OLC technical support group coordinated sponsors such as Lenovo, Atos Origin, China Network

Communications Group Corporation, Matsushita Electric Industrial Co., Ltd., and Omega Enterprises to provide technical support for the venues. It also allocated and delivered technical materials to each venue in and out of Beijing.

All technical facilities were delivered to the venues after primary quality examination and containerisation at the OLC.

Security Screening

Starting in March 2007, the OLC security work group conducted screening on more than 5,800 construction workers.

Between July 1, 2008 and the end of the Paralympic Games, the OLC security work group screened 3,199 transport vehicles, completed a total of 55,195 security screening checks on 3,221 transport personnel, and examined 16,284 personal items.





Logistics staff unload the Olympic supplies

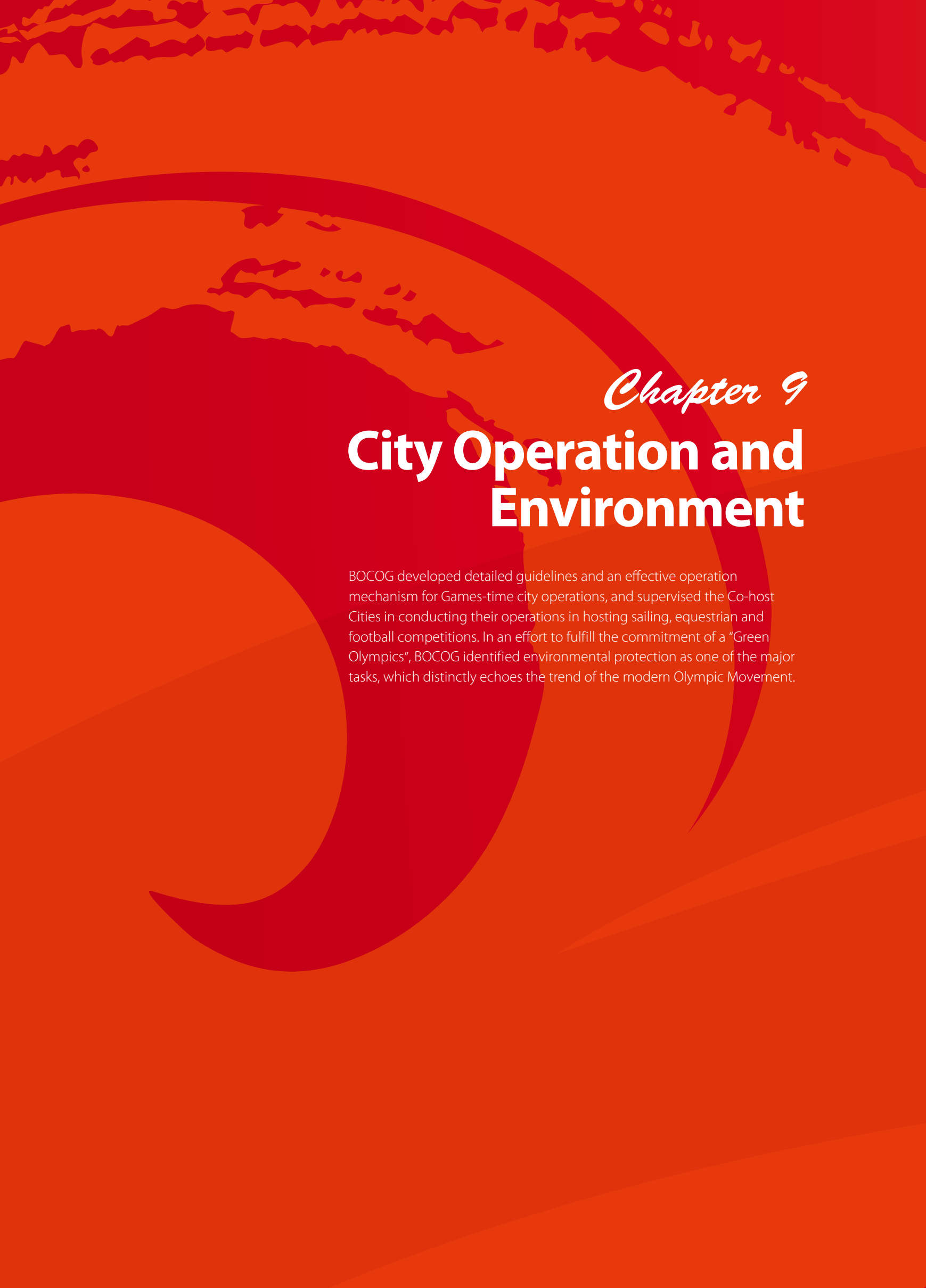
Summary

Technical support was essential for hosting the Olympic Games. Through studying the Transfer of Knowledge, the BOCOG technical support team formulated plans and work procedures for all events.

Resources were integrated to address technical problems, and a number of technical breakthroughs were achieved, such as the command system for the Opening and Closing Ceremonies of the Games, Chinese language information displays during live television broadcast, and the venue security command system.

The BOCOG Logistics Department supervised operations of logistics, material procurement and asset management, and developed an effective logistics operation management system for material tracking, distribution and post-Games collection and disposal. This joint inventory management model helped facilitate the smooth cooperation among different sectors.





Chapter 9

City Operation and Environment

BOCOG developed detailed guidelines and an effective operation mechanism for Games-time city operations, and supervised the Co-host Cities in conducting their operations in hosting sailing, equestrian and football competitions. In an effort to fulfill the commitment of a “Green Olympics”, BOCOG identified environmental protection as one of the major tasks, which distinctly echoes the trend of the modern Olympic Movement.



Staff from the State Grid test the power flow at an Olympic venue

9.1 City Operation Guidelines



City operations regarding the Beijing Olympic Games were undertaken by the Beijing Municipal Government. Through addressing issues related to infrastructure, transportation, environment, culture, commerce, tourism, public hygiene and legal system, Beijing Municipality not only sought to host a successful Olympic Games in 2008, but also endeavoured to attain development in the long run.

9.1.1 Concept of City Operations

In May 2005, Beijing Municipality started compiling the *Concept of City Operations* based on the outlines provided by BOCOG.

Meetings were held between BOCOG and Beijing Municipality, during which city operation plans were deliberated in reference to Beijing's actual conditions. IOC experts were also invited to share their knowledge about city operations during the Sydney 2000 and Athens 2004 Olympic Games.

In 2006, based on the *Concept of City Operations*, the Municipal

Government compiled the *City Operation Plan during the Beijing 2008 Olympic and Paralympic Games*, which clarified the tasks, coordination mechanism and material and institutional support for Games-time city operations.

Also in 2006, work on city operations started with the establishment of the Beijing Municipality 2008 Environment Construction Headquarters (the "2008" Environment Headquarters).

The "2008" Environment Headquarters cooperated with the Beijing Municipality 2008 Engineering Construction Headquarters (the "2008" Engineering Headquarters) to command, coordinate and supervise venue construction projects as well as municipal engineering and utility projects in the surrounding areas.

The "2008" Environment Headquarters also collected data in August of 2006 and 2007 from the key sectors involved in city operations and defined major city operations indices. *The City Operations Index Daily* was compiled with a monitoring



Simulation exercise for Games-time weather service

platform and an early warning system put in place.

The Municipal Government departments and the authorities of Beijing districts and counties jointly established leading groups and preparatory offices to facilitate regular venue operations.

9.1.2 Games-time Operation Plan

As the Olympic Games drew near, Beijing Municipality issued the *Master Plan for City Operations during the Beijing Olympic and Paralympic Games*. Between June 1 and October 8, 2008, the Olympic Games Command System was set for the Games-time operation mode.

Focus of Operations

12 major aspects of Games-time city operations were identified according to the *Master Plan*.

Energy and Water Supply

- Water Source protection
- Municipal pipeline system protection
- Dual-power and dual-water supply at all the

Olympic venues

- Sewage water treatment, up to 92 per cent with 50 per cent reused

Commodity Supply

- Commodity supply with stable prices and a rich variety

Communications and Information Security

- Support and information security control
- Integration of communications resources to prepare for emergency
- Radio and mobile phone signal coverage of Olympics-related areas

Production Safety

- Safety inspection and risk prevention
- Control of toxic and dangerous chemicals
- Organisation of emergency response brigades

Transportation

- Security control at traffic hubs and public transportation stations

- Implementation of Olympic bus lanes and varied work schedules to avoid peak hours
- Restrictions on government vehicles
- Odd-even plate number restrictions on automobiles in Beijing
- Promotion of public transportation

Atmospheric Pollution Control

- Emission restrictions on automobiles
- Emission restrictions on major polluting enterprises
- Retrieval of oil and gas cans and pollution control of fuel depots
- Implementation of National IV Emission Standards (equivalent to Euro IV Emission Standards) as of July 1, 2008 on public transportation vehicles, urban sanitation vehicles and heavy vehicles for postal service, which were sold and registered in Beijing
- Cooperation with neighbouring provinces, autonomous regions and municipalities to prepare for pollution emergencies caused by extreme weather conditions

City Environment

- Implementation of city image and urban greening

projects

- Waste classification and recycling
- Sanitation control at Olympic venues and the surrounding areas

Tourist Reception

- Service quality control of BOCOG contracted hotels
- Reception at public scenic spots and major tourist attractions

Culture and Sports

- Quality cultural and sports events, including the Beijing Olympic Torch Relay
- Support service for the 24 Olympic Cultural Squares in Beijing

Public Hygiene

- Games-time food safety control
- Establishment of a public health emergency response mechanism to handle major health hazards such as infectious or animal-borne diseases
- Games-time pharmaceutical reserve



Slogan under a cloverleaf in Beijing - The Olympic Games is coming. Are you ready?



Beijing Olympic sailing events in Qingdao

- Organisation of designated Olympic hospitals, emergency health care stations, emergency vehicles and first aid staff

Public Security

- Security information
- Olympic venue security control
- Security operations regarding large-scale public events
- Postal service security

Disaster Prevention and Relief

- Early warning for geological disasters as well as prevention and relief plans
- Monitoring and early warning for meteorological disasters such as floods, storms and extremely high temperatures
- Extreme weather control during the Opening and Closing Ceremonies of the Olympic and Paralympic Games

Games-time Operation Mechanism

The two-tier command system, consisting of the Command Headquarters and the MOC, was established for Games-time city operations (see 1.4.2 "Games-time Command").

The responsibilities of the Beijing Municipal Government and BOCOG were defined by the boundaries of the Olympic venue security perimeter. In principle, the Municipal Government and authorities of districts and counties commanded city operations outside the security perimeter and performed their duties within their own jurisdiction, while Olympic venue teams took charge of the operations inside the perimeter.

Should there be any emergencies inside the Olympic venues, they would be dealt with in line with the general contingency plan formulated by the municipal authorities.

A peripheral support team was organised for each of the Olympic venues outside the Olympic Green, with a senior staff member joining the leadership of the venue operation team. Through participating in test events and emergency response rehearsals, the venue team and the peripheral support team improved coordination and got ready for the Games.

Relevant government sectors, public utility companies and other service providers also made preparations for regular and emergency operations concerning water, heating, electricity, sanitation, transport, etc.

Some 400,000 city volunteers, most of whom were

college students, worked at the 550 city volunteer service stands outside the venues and other areas in Beijing. In addition, more than one million citizens participated in Games-time city operations as social volunteers. These volunteers provided strong support for smooth city operations during the Games.

9.1.3 Co-host City Operation Guidelines

The cities of Qingdao and Hong Kong would host respectively the sailing and equestrian events of the Beijing Olympic Games, and the cities of Tianjin, Shanghai, Shenyang and Qinhuangdao would jointly accommodate the football preliminaries with Beijing. In preparing for the events, BOCOG supervised the Co-host City operations with the principle of “Games-time operations with overall planning and coordination”.

Working Principle

Qingdao, Tianjin, Shanghai, Shenyang, and Qinhuangdao signed with BOCOG the *Agreement on the Principle of Relationship between BOCOG and Co-host City Governments*. The five Co-host Cities each set up an organising body (the Qingdao Sailing Committee and the football competition offices of the other four cities) with senior municipal government officials assuming leadership.

Hong Kong Special Administrative Region signed with BOCOG the *Arrangements for Hosting Equestrian Events of the Games of the XXIX Olympiad and the*

13th Paralympic Games, based on which the Olympic Equestrian Committee was established in October 2005. In February 2006, the Olympic Equestrian Committee set up the Equestrian Events Company for the Games of the XXIX Olympiad to handle specific operations.

The Co-host Cities implemented unified policies and standards set by BOCOG.

Through intensifying training and supervision, BOCOG ensured that standards of venues and facilities, as well as services in the Co-host Cities, were the same as those in Beijing.

All the venues would report promptly to BOCOG any major incidents concerning the preparation for and holding of the Games. They were also required to assist BOCOG in Games publicity, and to make sure that BOCOG was the only authority to directly contact the international sports organisations.

While the Co-host Cities strictly observed the IOC technical guidelines and BOCOG working requirements, they were allowed to take into consideration their actual conditions and carry out work with flexibility. BOCOG would extend to them full respect and support.

The six Co-host Cities each formed its operation team and established a Games-time operation mechanism integrating competition organisation, venue management and support of local authorities.

Tianjin Olympic Centre Stadium





Test events were organised in these cities to assess operations and enhance staff experience.

BOCOG's General Office took charge of coordination between its functional areas and the operation teams in the Co-host Cities.

Co-host City Operation Highlights

The Co-host Cities all made special arrangements to demonstrate their commitment to fulfilling the concepts of "Green Olympics, High-tech Olympics and People's Olympics".

In preparing for the sailing events, Qingdao implemented the *"Clear Water, Blue Sky" Action Plan* to ensure a quality Games-time environment. The

Municipal Government launched a number of projects to improve its waterways, urban sanitation and green coverage. It adopted coastal pollution technologies to ensure that water quality in the regatta area reach Grade I National Standards. Garbage was taken care of, with sewage water treatment rate reaching 84 per cent.

The city also introduced buoy stations and vessels for meteorological observation, among other technologies, to guarantee the availability of hydro-meteorological information during Games time.

The Olympic Equestrian Committee strengthened the Olympic image projects in major areas in Hong Kong to conform to the overall Beijing Olympic image and identity standards. In addition, a series of Olympic

cultural and sports activities were organised for the citizens. The Olympic ambience was felt in every corner of the city during Games time.

Considering the weather conditions in summer, the Equestrian Committee scheduled competition events for morning or evening to avoid intense heat. This arrangement not only brought about better athletic performances, but also benefited the spectators and increased the ticket sales.

Citizens of Hong Kong were eager to participate in volunteer services. The venues alone engaged a total of 1, 800 Games-time volunteers.

Many citizens were attracted to the events since it was a precious opportunity for them to experience the Olympics so closely. Hong Kong’s status as an “Equestrian City” was enhanced by the Olympic events.

The Co-host Cities for football preliminaries demonstrated warmth and hospitality through the

services including hotel reception, medical care, volunteer service, transportation and weather forecast.

The campaigns, entitled “Welcome to the Olympic Football Games, Join Hands to Construct the City” and “Civility Starts from Ourselves, We Hail for the Olympics”, were launched in these cities and drew great support from the citizens.

The Co-host Cities also enacted security plans, deployed security forces and carried out a number of simulation exercises to strengthen security control. The security personnel worked hard and security screening was spectator-friendly, which greatly contributed to a “Safe, Peaceful Olympics”.

Detailed information about city operations in preparing for and holding the Games, with regard to aspects such as security, transportation and volunteer services, will be provided in the next few chapters of this volume of the *Official Report*.



1			
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1. Shenyang Olympic Stadium

2. Shanghai Stadium

3. Qinhuangdao Olympic Sports Centre Stadium

4. Hong Kong Olympic Equestrian Venue (Sha Tin)



9.2 Environmental Protection

The Centennial Olympic Congress held in Paris in 1994, took up for the first time, the integration of sports and environment as one of its themes. With the adoption of the *Olympic Movement's Agenda 21* in 1999, the IOC reaffirmed commitments of the Olympic Movement on environmental protection and sustainable development, thus making environment a key component of the modern Olympic spirit.

Beijing's "Green Olympics" initiative distinctly echoed the trend of the Olympic Movement and the city's endeavour to improve its eco-environment. Therefore, BOCOG attached great importance to and identified major tasks of environmental protection in city operations.

- Making environmental protection a prerequisite in Olympic construction and formulating strict ecological standards to guarantee enforcement
- Adopting eco-friendly and energy-saving technologies and materials, enhancing the city's image, and promoting the development of environment-

related industries

- Raising public awareness of environmental protection and eco-friendly consumption, and encouraging citizens to make Beijing a more livable city

9.2.1 BOCOG's Environmental Initiatives

BOCOG and Beijing Municipality compiled a series of environmental operation guidelines to stage environmentally-friendly Games with minimum negative impacts.

The BOCOG Construction & Environment Department undertook the job of coordinating with government departments to achieve a "Green Olympics" and briefing the IOC about the progress. The Beijing Municipal Government was in charge of implementing the environmental initiatives, and the Beijing Municipal Environmental Protection Bureau undertook most of the actual environmental operations.

BOCOG's Environmental Management

In 2003, BOCOG engaged



Environment Guideline for the Olympic Project and Guide to Environmental Protection for Beijing Olympic Torch Relay (Excerpts)

professional companies to establish an environmental management system for its operations.

In April 2004, BOCOG President Liu Qi signed the *BOCOG Environmental Management Guidelines*, based on which the *BOCOG Environmental Management System Manual* was completed. The *Manual* defined environmental responsibilities of the departments and institutions concerned, and the concept of “Green Olympics” was incorporated into every aspect of Games preparation.

In implementing the environmental management system and achieving “Green Office”, BOCOG did the following:

- Practising “paperless office”
- Adopting recyclable, simple-packaged and energy-saving office supplies
- Minimising the use of disposable products
- Conducting garbage sorting
- Encouraging energy-saving drives such as using natural ventilation instead of air-conditioning

BOCOG supported Beijing and the Co-host Cities in strengthening their environmental protection efforts, and put forward specific requirements to minimise negative impacts on the environment and ecosystem when preparing for the Games.

The BOCOG Construction & Environment Department also participated in the review of environmental protection plans regarding the bids for the Olympic construction projects.

Guidance for Environmental Protection

In November 2002, BOCOG approved of the first special guide to Olympics-related environmental protection, the *Environment Guideline for the Olympic Project*.

The *Guideline* put forward requirements for Olympic construction projects regarding energy conservation, landscaping, green building materials, water conservation and reuse, solid waste disposal and reuse, and noise control. It also contained policies for organising tender and bid, reviewing design, supervising construction, conducting inspection and

promoting the environmental demonstration projects.

In compliance with the *Environment Guideline for the Olympic Project* and *Guide to Green Olympic Construction*, the 2008 Engineering Headquarters worked with the construction companies to create 24 “Green Olympics” demonstration construction projects.

- National Stadium
- National Aquatics Centre
- National Convention Centre
- Digital Beijing Building
- National Indoor Stadium
- Beijing Olympic Village
- Green Homeland Media Village
- Olympic Green Central Area
- Beijing Workers’ Stadium
- Chaoyang Park Beach Volleyball Ground
- Shunyi Olympic Rowing-Canoeing Park
- Changping Triathlon Venue
- Laoshan Velodrome
- Laoshan Bicycle Moto Cross (BMX) Venue
- Beijing Shooting Range Hall
- Beijing Olympic Basketball Arena
- Fengtai Sports Centre Softball Field
- Beijing Shooting Range CTF
- Road Cycling Course
- Capital Gymnasium
- Peking University Gymnasium
- Beijing Science and Technology University Gymnasium
- Beijing University of Technology Gymnasium
- Beijing University of Aeronautics and Astronautics Gymnasium

BOCOG worked closely with the government departments in promoting the environmental protection measures and technologies in Olympic venue construction and operations.

For instance, in all the Beijing Olympic venues, energy-saving refrigerants were used to reduce threats to the ozone layer. Waste water recycling was achieved in all the venues, and the goal of cutting energy consumption by 50 per cent was realised. Green areas totalled 700 hectares, covering over 60 per cent of the venue area and exceeding the commitment of 30 to 40 per cent green coverage at the venues when Beijing bid for the Games.

In 2005, BOCOG was honoured with top recognition in the “Third Annual Ozone Layer Protection Contribution Award” by the State Environmental Protection Administration (now the Ministry of Environmental Protection of the People’s Republic of China).

The BOCOG Construction & Environment Department also coordinated with other BOCOG departments to compile environment-related regulations and offer training concerning operations of Olympic partners and sponsors, contracted hotels, transportation, catering, the Torch Relay, logistics, procurement, solid waste management, etc.

For example, the *Guide to Environmental Protection during the Beijing 2008 Olympic Torch Relay* had specific environmental requirements for the selection of the Torch Relay route, and for protection of geological and topographical features, historical resorts and scenic spots of the regions the Torch Relay would cover, which greatly reduced the negative environmental effects of the activities.

Cooperation with Environmental Organisations

BOCOG invited experts from home and abroad to offer advice on achieving “Green Olympics”.

Experts from Italy and the United States joined the Olympic Air Quality Assurance Working Group to deal with air quality control during the Olympic Games.

One key example was cooperation between BOCOG and the Italian Ministry for the Environment, Land and Sea in 26 programmes concerning waste control, intelligent transportation management system, environmental capacity building, solar water heaters in the Beijing Olympic Village, electric vehicles used at competition venues, etc.

BOCOG, the State Environmental Protection Administration and other government departments co-sponsored international environment seminars and participated in various environmental campaigns led by sponsors of the Beijing Olympic Games and non-governmental environmental organisations in China.

BOCOG worked in line with the guidance of the IOC Sport & Environment Commission and signed a *Memorandum of Understanding* with the United



Bicycle lease stations, which encourage citizens to practise “green commuting”

Nations Environment Programme (UNEP) on making Beijing 2008 an environmentally-friendly Olympic Games.

In 2007, BOCOG was honoured with UNEP's “Ozone Layer Protection Public Awareness Award”.

“Green Olympics” Publicity

The BOCOG Construction & Environment Department cooperated with the Media & Communications Department to promote the concept of “Green Olympics” by means of publications and video clips, Internet media campaigns and Olympic-themed activities.

Environment-themed columns were added to BOCOG's official website as well as venue and city information systems.

In the International Broadcast Centre, Media Villages, Olympic Village and unaccredited media staff reception booths, “Green Olympics” information desks were set up for collecting and exchanging data about environmental initiatives carried out by Beijing Olympic partners and sponsors.

The IOC and the Chinese public were kept informed of the government's progress in strengthening environmental protection and improving the ecological environment.

In 2004, BOCOG and the Beijing Municipal Environmental Protection Bureau organised a “Green Olympics, Green Action” lecture group to help popularise the concept of “Green Olympics” in local communities, schools, enterprises and institutions.

Citizens in Beijing organised various “Green Olympics” campaigns, among which the “Car-free Day” deserves special mention.

In 2006, the 112 drivers' clubs, environmental groups, college students' environmental societies and the media sector in Beijing jointly launched a monthly “Car-free Day” initiative, which drew considerable support from the public. According to incomplete statistics, on June 5, 2006, the World Environment Day, 250,000 Beijing citizens took public transportation or rode bicycles instead of driving their private cars.

On July 17, 2008, drivers in Beijing organised the activity of “Green Olympics, Green Travelling” to solicit support for the Municipality's Games-time

vehicle restrictions based on “odd-even” license plate numbers. In line with the restrictions, cars with license plates ending in odd numbers were allowed on the roads on odd-numbered calendar days, while those with even-numbered plates were permitted on even-numbered dates.

BOCOG attached great importance to developing youths’ environmental awareness and supported the “Green Olympics, Green Campus” initiative. It helped publicise among students environmental protection concepts, and encouraged them to maintain a clean campus environment, practise garbage sorting and recycling, and protect wildlife and water sources. The initiative won heartfelt support from schools in China.

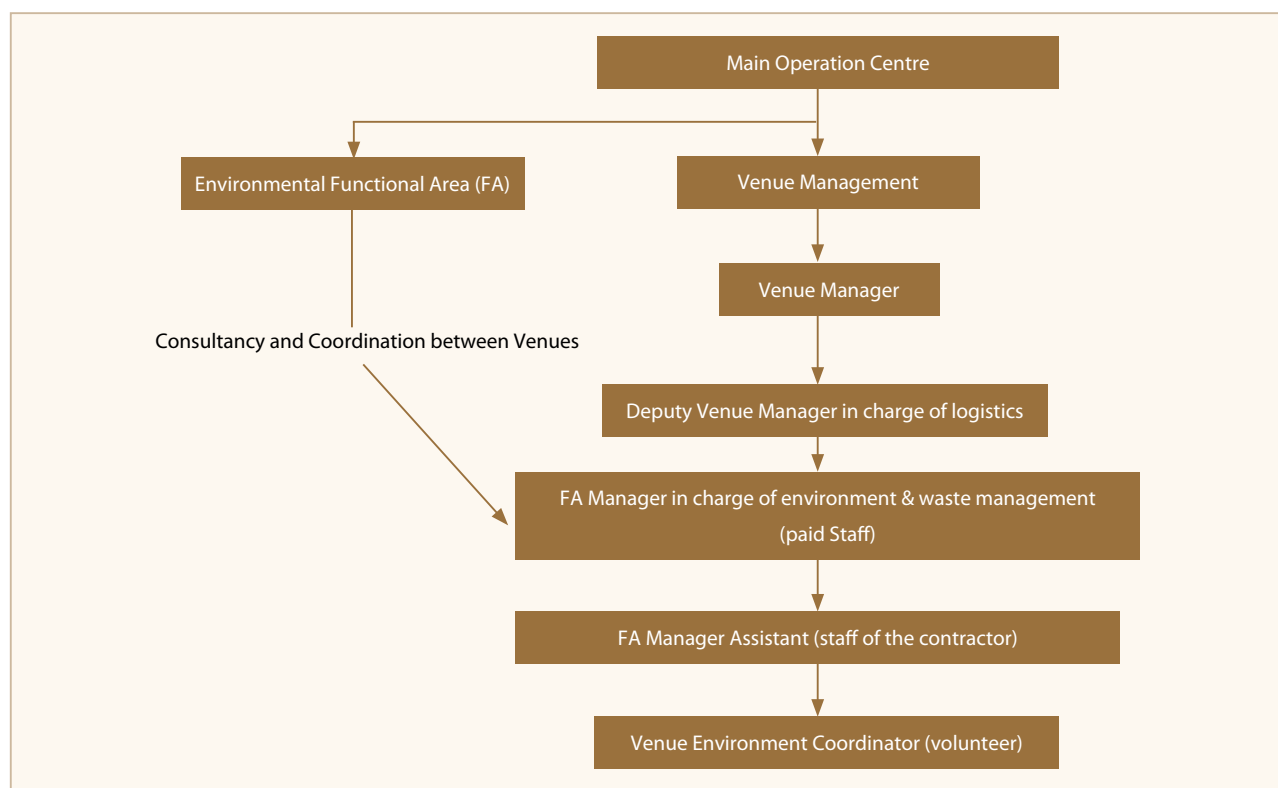
Youths were involved in the “Green Olympics” themed activities, including a painting contest titled “Green Dreams, Colourful Olympics” for primary and middle school students from home and abroad, a bilingual (Chinese and English) speech contest titled “I Am a Participant in the Green Olympics” for middle school students, and an activity titled “Save a Bucket of Water This Summer” for primary school students in Beijing.

Games-time Environmental Operations

During Games time, concerned divisions of the BOCOG Construction & Environment Department (Cleaning & Waste, Environment Construction, Environment Management, etc.) joined the Transportation & Environment Support Group under the MOC. Their tasks included:

- Supervising environmental protection in venue test operations
- Coordinating environmental emergency operations at the venues and the surrounding areas
- Providing environment information, publicising environment protection highlights, planning and organising environmental activities for the Olympic Youth Camp, and arranging news releases concerning environmental issues
- Managing venue sanitation and waste removal
- Supervising demolition and dismantling of temporary projects to reduce negative environmental effects
- Preparing reports on environmental operations, and organising post-Games assessments on environment effects

Organisational Structure for Venue Environmental Operations



Take waste management operations for instance. Led by the Cleaning & Waste Division, 64 paid staff, 109 volunteers and some 6,000 contracted employees worked at the Olympic venues for environmental protection and sanitation control. By August 24,

2008, 6,386 tons of waste had been removed from the venues, with 4,688 tons of waste was sorted and recycled, accounting for 73.4 per cent of the total. Their efforts helped create a clean and comfortable Games-time environment.

Venue Cleaning and Waste Management

Task	Undertaker	Support
Venue Cleaning and Waste Collection	Venue Owners	BOCOG Construction & Environment Department
Waste Removal & Disposal	Beijing Municipal Administration Commission	BOCOG Construction & Environment Department
Plan and Standards for Venue Cleaning and Waste Management; Games-time Supervision	BOCOG Construction & Environment Department	Beijing Municipal Administration Commission, Venue Owners

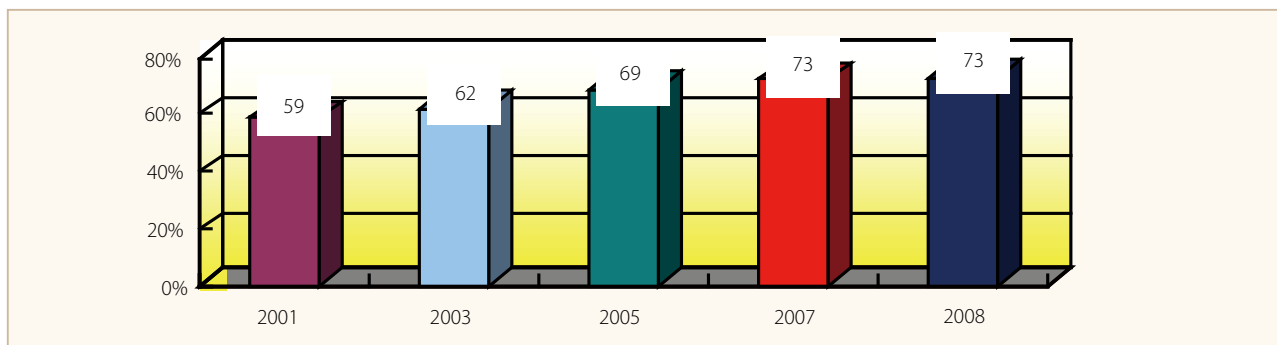


Games spectators exchange plastic bottles for T-shirts made of recycled materials

9.2.2 Overview of Environmental Protection in Beijing

Beijing's Olympics-related environmental efforts were

started in 1998, and after the successful bid for the Olympic Games, preparation for the Games became an even more important catalyst to help intensify the city's environmental initiatives.



Growth of Beijing's Tertiary Industry (2001-2008)

Nearly a decade's efforts and some RMB 200 billion investment shaped for Beijing a solid foundation to ensure a Games-time environment featuring clean air, beautiful scenery and a balanced eco-system.

Air Quality

Starting in 1998, Beijing Municipality quickened its pace of combating air pollution. After the city was awarded the Games, programmes were developed to ensure air quality during Games time.

Efforts were intensified in 2008, with a number of projects completed such as clean energy fueled heating for 61,000 households in the old city proper's cultural relics protection zone, and desulfurisation, nitrogen oxide abatement and dust control efforts on the four major thermal power stations in Beijing.

On March 1, 2008, the National IV Emission Standards (equivalent to the Euro IV Standards) were implemented, ahead of the originally decided date of July 1, 2008. 11,000 old public transportation vehicles were removed. Also, 2,349 public transportation buses and 2,941 taxis were added, which were all environmentally-friendly vehicles.

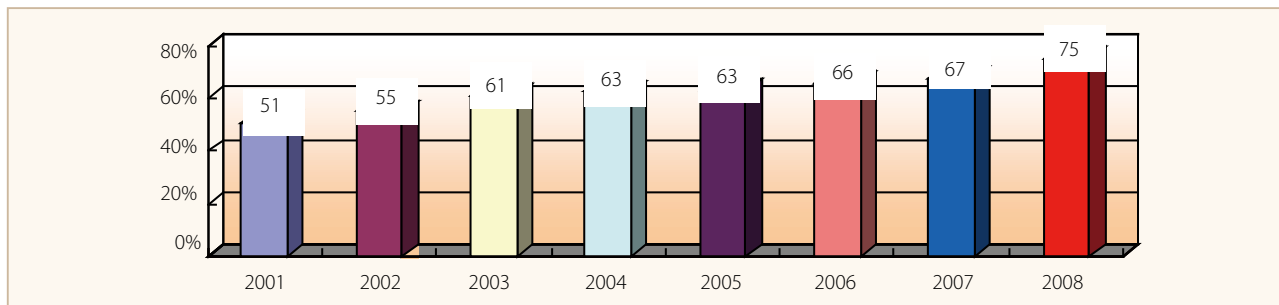
Before the Games, the 1,462 gas stations, 52 oil depots and 1,387 tanker trucks in Beijing were all upgraded to meet the environmental standards. Chemical plants in the city were shut down and iron and steel works of the Shougang Group reduced its output by four

million tons.

Also, the Beijing Olympic Games-time Air Quality Control Panel was jointly established by the Ministry of Environmental Protection, Beijing Municipality and the six neighbouring provinces and municipalities, namely Tianjin, Hebei, Shanxi, Inner Mongolia and Shandong, to strengthen environmental operations through stringent restrictions on polluting enterprises and vehicle control.

Beijing Municipality also set up 27 air quality sampling stations to monitor the concentration of sulfur dioxide (SO₂), carbon monoxide (CO), nitrogen dioxide (NO₂) and particulate matter (PM₁₀), and the data collected was made available to the public. During Games time, another 18 temporary sampling stations were added at major competition venues for outdoor air quality control.

With these measures, air quality in the city saw considerable improvement. In 2008, pollutants in the air dropped by about 50 per cent, with SO₂, CO, NO₂ and PM₁₀ reduced respectively by 30 per cent, 12 per cent, 32 per cent and 32 per cent compared with those of 1998. In terms of China's air quality standards, the number of days that reached Grade II was 274. During the Olympic Games, concentration of SO₂, CO and NO₂ was comparable to those of major international cities and PM₁₀ concentration met the air quality guideline values stipulated by the World Health Organisation (WHO).



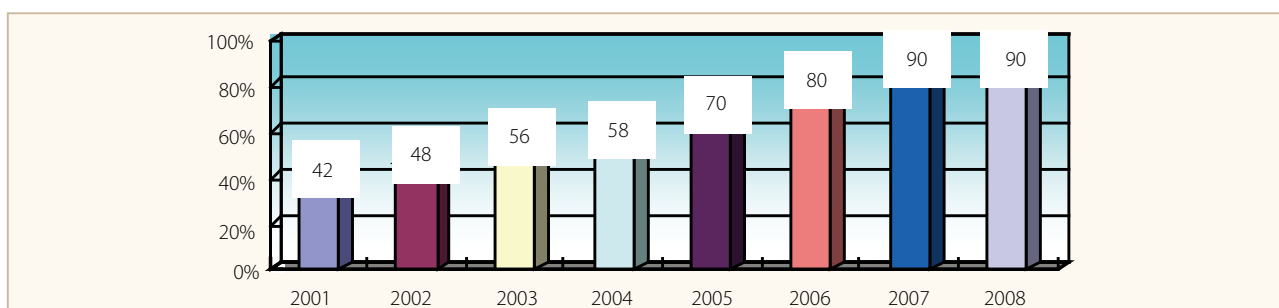
Percentage of Number of Days Reaching Air Quality Standards in Beijing (2001-2008)

Water Quality

In 2001, Beijing formulated plans and implemented eco-friendly measures to protect drinking water sources, clean rivers and lakes, and enhance sewage treatment capacity.

Between 2000 and 2007, Beijing set up nine sewage treatment plants. In 2008, five more were completed and put into operation. Sewage treatment capacity

rose from 320 million cubic metres in 2001 to 800 million cubic metres in 2008, and sewage treatment rate increased from 38 per cent to 90 per cent during the same period. A number of small and medium-sized sewage treatment facilities were also set up in satellite towns and villages on the outskirts of Beijing, which treated altogether 140 million cubic metres of sewage per year. By 2008, 57 per cent of the city's waste water had been treated and reused.



Sewage Treatment Rate in Beijing (2001-2008)

Beijing carried out environmental operations on more than 40 major rivers in the city. Aquatic plants and animals fit for the environment were introduced into waterways, which helped form a natural purification system. Clean water was supplied regularly to these rivers. 10 water recycling projects were built in lakes and rivers to improve water quality.

Prior to the opening of the Olympic Games, all projects to improve ecological conditions of rivers within Beijing's Sixth Ring Road were completed.

Greening and Eco-environmental Protection

Beijing Municipality carried out a number of greening projects, including sandstorm source management to protect Beijing and Tianjin, the Three-North

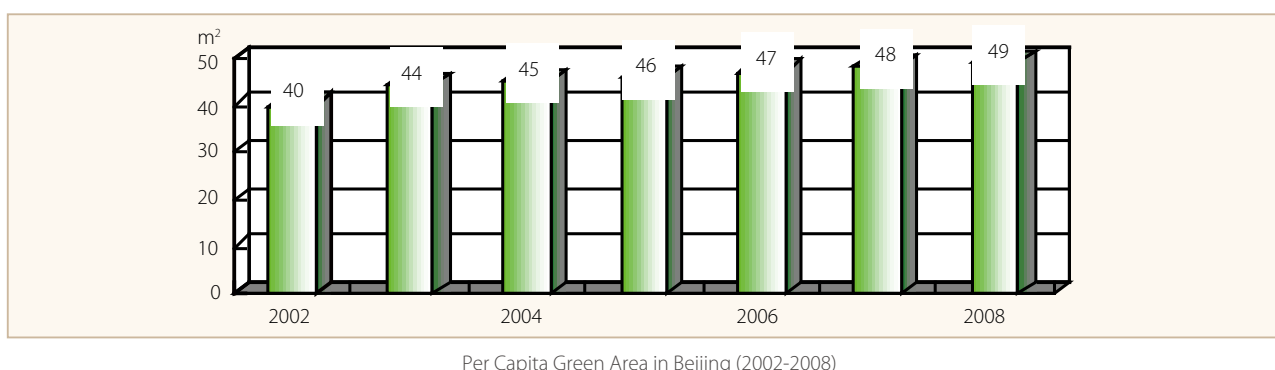
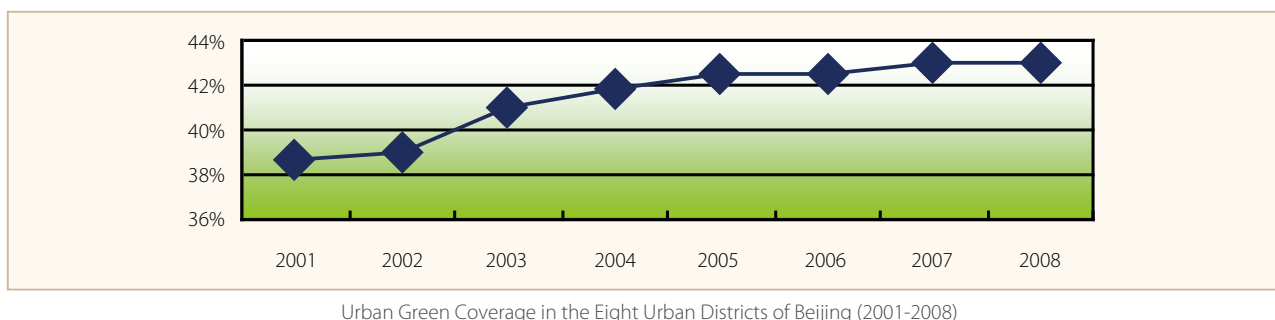
Shelterbelts (in Northeastern, North and Northwestern China) and the greening of Mount Taihang.

By 2008, some 10,000 hectares of green area had been added to the capital's urban districts compared with that of 2001, with the public green coverage rate increasing from 38 per cent to 43 per cent. The green coverage rate of the city had increased from 44 per cent to 51.6 per cent. The per capita green area increased by 12 square metres.

25,000 hectares of green passages and shelter forests for farmland, as well as 12,600 hectares of urban greenbelts, were created. Also taking shape were the three green ecological screens composed of the greenbelts and greening projects on the plains and mountains.

These greening projects helped absorb 16.48 million tons of carbon dioxide in the seven years of Games preparation, which not only indicated the

improvement of Beijing's ecological environment but also marked the fulfillment of Beijing's commitment to hold a "Green Olympics".



According to the *Olympic Ecological Environment Protection Programme*, biodiversity preservation in Beijing's nature reserves and wetlands was strengthened. By 2008, natural reserves had accounted for 8.3 per cent of Beijing's total area. In greening the city, extensive care was given to building an eco-system with diversified plant species and wild birds.

Wetlands constitute one nature's most bio-diversified landscapes. Existing wetlands in Beijing with an area of more than 100 hectares add up to 50,000 hectares, accounting for nearly three percent of the city's total. Of these, natural river wetlands take up 35,000 hectares. Six wetland reserves have been set aside, with a total area of more than 20,000 hectares.

The Olympic Forest Park was a model project of eco-preservation. Located to the north of the National Stadium and with an area of 680 hectares, it was one of Beijing's largest artificial green lands. The artificial lake in the park covered an area of 26.7 hectares, including 45,000 square metres of wetlands, and harboured some 530,000 plants of over 180 species.

Water supply in the park came entirely from recycling. Biological filtering by aquatic plants and animals, as well as via microbes, helped maintain water quality in the area. The park set a good example of bio-purification for water systems in North China.

Solid Waste Disposal

In 2002, Beijing began promoting household garbage sorting in 250 local communities. By 2003, 545 residential communities and industrial parks were practising garbage sorting.

By the end of 2007, the garbage sorting rate had reached 52 per cent, with 35 per cent of garbage transferred to resources compared with 10 per cent in 2000. The commitments made when preparing for the Games, i.e. achieving garbage sorting and utilisation rates of 50 and 30 per cent respectively, were fulfilled.

In 2008, household waste detoxification rates in urban and suburban areas reached 100 per cent and 85 per cent respectively. Waste classification was popularised.

In Beijing's Xicheng District, 265 local communities, 156 governmental organisations and business enterprises, accounting for 75 per cent of the total, practised waste classification.

On the whole, environmental protection has become an integral part of people's life since the inception of "Green Olympics" in Beijing seven years ago. Beijing's environmental sector has made it clear that temporary

measures taken during Games time in dealing with emissions will be retained after the Games. Enterprises that stopped production during Games time may not resume production until they solve their pollution problems. State environmental authorities will continue to coordinate air pollution control initiatives in Beijing and its surrounding provinces, autonomous regions and municipalities.

Summary

In preparing for the Beijing Olympic Games, BOCOG strived to comply with IOC rules and practices, while taking into consideration China's overall situation.

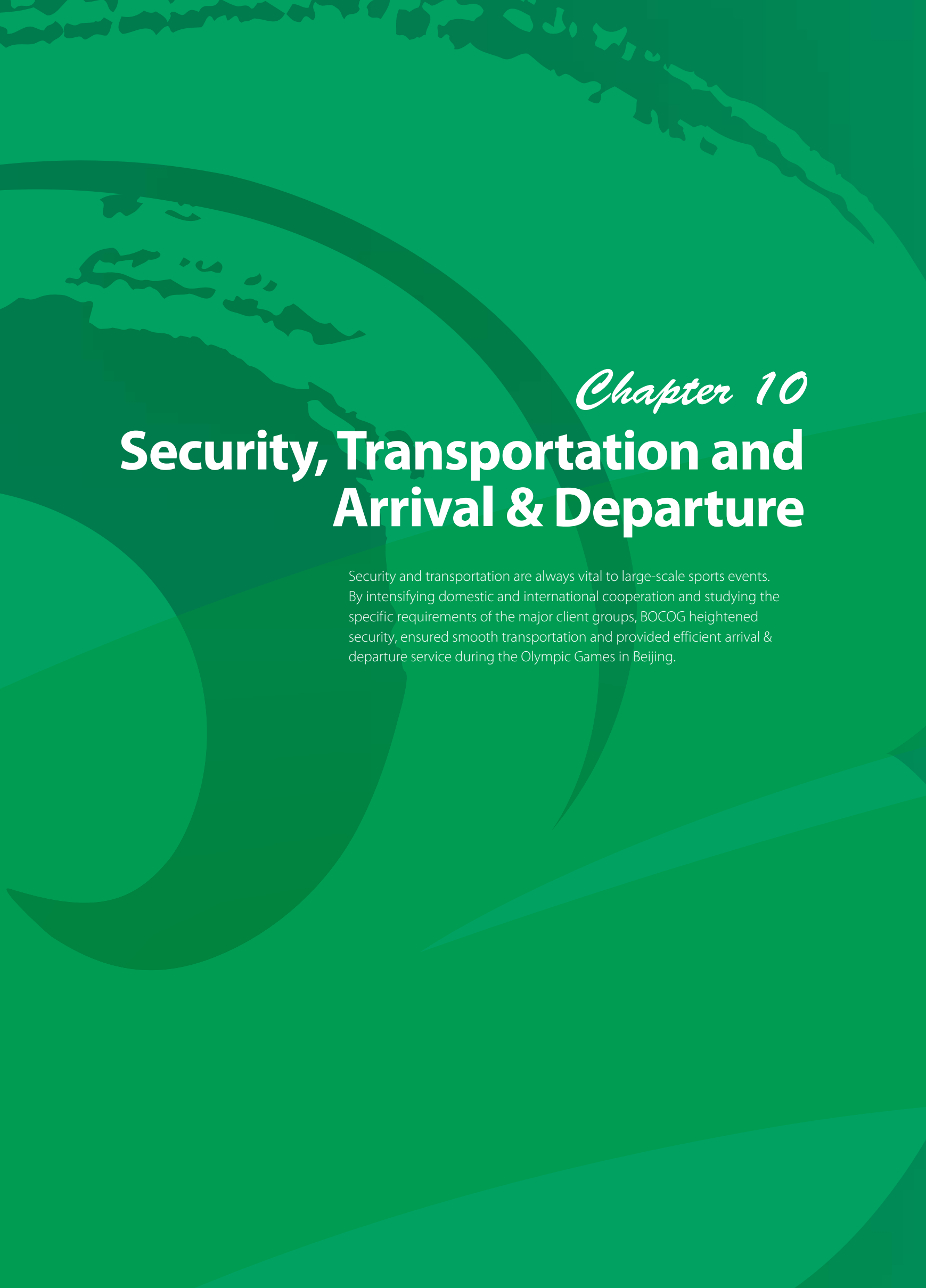
BOCOG and government authorities clearly defined their responsibilities as well as cooperated closely in implementing city operations and in responding to emergencies.

Great importance was attached to environmental protection as it is one of the core concepts of the Olympic spirit. In achieving this goal, Beijing intensified

the "Green Olympics" environmental campaigns.

A "Green Olympics" not only helped improve Beijing's environment, but also had tremendous impacts on Beijing citizens' way of life. More and more people now consciously practise green consumption and participate in environmental initiatives. The number of citizens engaged in environmental campaigns is still on the rise after the Games. Ultimately, the Games has certainly left a profound environmental legacy for Beijing and China, and for the Olympic Movement as well.





Chapter 10

Security, Transportation and Arrival & Departure

Security and transportation are always vital to large-scale sports events. By intensifying domestic and international cooperation and studying the specific requirements of the major client groups, BOCOG heightened security, ensured smooth transportation and provided efficient arrival & departure service during the Olympic Games in Beijing.



Yangshanqiao Office of the Beijing Olympic Games Security Command Centre

10.1 Security



The Ministry of Public Security of the People's Republic of China and the Beijing Municipal Public Security Bureau worked closely to guarantee a smooth Olympic Games in Beijing and to create a safe environment for NOC delegations, Olympic Family members, media staff and spectators from all over the world.

10.1.1 Planning for Security

Preparation for the Beijing Olympic Games security operations started in September 2001 and BOCOG coordinated the following tasks:

- Studying the experience of all previous Games and other large-scale sports events
- Intensifying security information collection and analysis and making risk assessments
- Improving Olympics-related legislation
- Planning for the Games-time security command mechanism and compiling the *Overall Security Operation Guidelines during the Beijing Olympic Games*
- Integrating security features into venue construction

- Formulating action plans for the Games security operations and establishing a security technical support system

In December 2004, the Beijing Olympic Games Security Coordination Group was established, which involved relevant departments of the Chinese Central Government, the army, the armed police and the Beijing Municipal Government.

Under the Security Coordination Group were the Beijing Olympic Games Security Command Centre and the Beijing Olympic Games Security Information Centre.

BOCOG's Security Department coordinated with the IOC in assessing security demands and held press briefings.

Between 2005 and 2007, the venue security teams, which were staffed mainly with professionals, were assembled.

The Security Coordination Group also helped the governments of the Co-host Cities set up their security operation corps. The government



Security personnel at work



Security screening zone for accredited staff

of Hong Kong Special Administrative Region, with the assistance of the Chinese Central Government, was responsible for the security of the equestrian events.

10.1.2 Security and Venue Construction

Venue security operations of the Beijing Olympic Games were conducted with the joint efforts of venue

teams and the authorities in charge of the areas where there were Olympic venues.

Venue construction and facility installation were synchronised in terms of planning, designing, implementation, quality control and operation.

BOCOG and the government security sector organised tender and bid for security facility installation and

operation.

Throughout venue construction, the BOCOG Security Department and the government security sector participated in security facility installation and monitored venue security features.

To facilitate Games-time visitor flow, different exits and passageways were designated to spectators, VIPs, athletes, technicians and media staff. The spectators' exits, in particular, were arranged near bus or rail transit stations so as to relieve entry & exit burdens before and after the competition events.

An Olympic security command support system was put in place to connect the Security Command Centre and all venues in Beijing and the Co-host Cities.

To respond effectively to unexpected incidents, the security staff implemented correspondent regulations and measures at competition and training venues, in which construction features, capacity, competition schedule and potential risks were taken into consideration. Anti-doping labs and medal storage rooms were under special protection.

Drawing on the experience obtained in the Beijing Olympic model venue project (the Beijing Workers' Gymnasium), the BOCOG Security Department formulated the *General Security Operation Guidelines for the Beijing Olympic Venues* for all the venue security teams.

Venue security teams also cooperated with authorities in charge of areas where venues were located in order to improve overall security in the surrounding regions.

In addition to concrete security work, BOCOG made great efforts to publicise the Beijing Olympic Games security initiative and to keep the domestic and international media well informed of the progress through press conferences and media tours.

During the Good Luck Beijing Test Events, adjustments were made to the security command system, with responsibilities delegated to the Security Command Centre, armed police and the army, regarding sectors of emergency relief, medical aid and anti-terrorism operations.

BOCOG worked with government sectors regarding foreign affairs, intelligence and sports to establish the Beijing Olympic Security Background Information Database. Games-time entry & exit policies were stipulated with green channels prepared.

BOCOG also solicited suggestions from the IOC and other client groups to address their particular needs for security.

10.1.3 Security Staff Preparation

During the Games, some 110,000 security personnel carried out operations at the venues, assisting Olympic Family members and other distinguished guests and providing protection for Olympics-related events.

Beijing Olympic security staff mainly came from the public security sector, intelligence sector, armed police and professional security service providers. Students from military academies and police institutes were recruited as volunteers. The People's Liberation Army also participated in security operations during Games time.

City volunteers in Beijing and the Co-host Cities helped maintain public order and were instructed to report theft and fire incidents. Thanks to their hard work, security in streets and local communities was greatly enhanced.

The BOCOG Security Department offered training to security personnel for Olympic knowledge, technical terminology, anti-terrorism and antiriot, fire control, traffic management and emergency response. Lectures, case studies and field drills were conducted to build a security corps of entrepreneurship and professionalism.

The Beijing Olympic Games Security Command Centre and the security sectors of the Co-host Cities organised many general and special security operation rehearsals, and addressed potential risks concerning Olympic venues, contracted hotels and designated Olympic hospitals, and other Olympics-related infrastructure and facilities.

With a comprehensive simulation rehearsal held on the morning of June 28, 2008, the Beijing Olympic



Games Security Command Centre was ready for the opening of the Olympic and Paralympic Games.

10.1.4 International Security Cooperation

To gain more experience, BOCOG sent staff to the Athens 2004 Olympic Games and Torino 2006 Olympic Winter Games, the 2006 FIFA World Cup (hosted in Germany) and many other large-scale sports events. It signed a memorandum with the Athens Organising Committee of the Games of the XXVIII Olympiad (ATHOC) to solicit professional advice, and invited security experts from the IOC and of previous Games to provide consultancy service.

BOCOG conducted exchanges with more than 30 organisations worldwide, including the IOC, the International Police Organisation (Interpol), Shanghai Cooperative Organisation and security sectors of the U.S. and the U.K., and reached consensus with them on security cooperation, information sharing, anti-terrorism and antiriot. It also kept in touch with foreign embassies in China and security sectors of various countries in order to share information.

A three-day international conference on Beijing Olympic Games security was convened in Beijing in April 2008, which drew participation of some 400 representatives from more than 120 countries and

regions. Interpol announced that a hotline would be set up during the Games with the Beijing Olympic Games Security Command Centre for information exchange. Interpol would also help China track down international terrorists and soccer hooligans through its global database of lost and stolen passports. It even decided to send a special support panel to China to help with these operations.

In July 2008, the Beijing Olympic Games International Police Liaison Centre was established with participation of some 200 police and intelligence officers from more than 80 countries. BOCOG provided information about security work to the International Police Liaison Centre on a daily basis.

10.1.5 Games-time Security

Between July and September 2008, the BOCOG Security Department and the government security sector completed the following tasks:

- Launching the Games-time security command and cooperation mechanism with international police and intelligence organisations, and keeping contact with the IOC's security sector
- Placing venue security staff, completing site-clearing and pre-Games venue lock-up
- Acquiring security operation information of large-

scale events and providing protection for important clients

- Detecting and controlling security risks at Olympic venues and facilities and their surrounding areas, as well as sites for large-scale events
- Establishing the transportation security alarm system and defining Olympic traffic lanes
- Coordinating security operations in the Co-host Cities
- Holding press briefings regarding Beijing Olympic Games security

Security management and service were combined to create a safe and harmonious environment at Olympic venues. Take security screening for instance. As it was a necessary procedure for anyone to enter venues, which usually took some time to complete, the BOCOG Security Department made assessments on visitor flow at each venue and arranged security screening

facilities accordingly to ease the pressure.

The Security Department and the Games Service Department worked together to facilitate exit after competition events. If congestions occurred at any exit, traffic policemen outside the venue would send in passenger vehicles to relieve the problem.

Special arrangements, such as the round-the-clock security screening, were made for media staff, since they were usually the first to arrive and the last to leave. Athletes and other special guests also enjoyed certain privileges in accessing venues.

Security staff and volunteers could be found everywhere in and outside the venues to deal with possible problems. Many of them wore civilian clothes when they were on duty in the hope of not spoiling the festive ambience of the Beijing Olympic Games.



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1. Antiriot drills
2. BOCOG security staff in an exchange programme during the Torino 2006 Olympic Winter Games
3. International Conference on Security for Beijing Olympic Games



10.2 Transportation

Beijing has more than 16 million residents, and according to statistics, by August 7, 2008, it had 3.38 million motor vehicles. Therefore, Beijing Municipality set “safety, punctuality, reliability and convenience” as the goal for transportation during the Beijing Olympic and Paralympic Games.

10.2.1 City Transportation Network

On December 3, 2002, the “*Beijing Olympic Action Plan*” *Traffic Infrastructure Construction and Management Plan* was released, according to which Olympic transportation infrastructure would be combined with long-term city transportation improvement.

By the end of 2007, roads in Beijing had increased from 2,500 kilometres in 2001 to 4,500 kilometres, with expressways totaling 800 kilometres. Rail transit lines had increased from two in 2002 to eight by July 2008, with a mileage of 200 kilometres. A comprehensive network of highways, expressways, ring roads, trunk and feeder roads, and rail transit lines finally took shape.

Before the opening of the Olympic Games, roads, overpasses and bridges had all been well maintained. New tactile surface indication roadways and ramps were added and old ones were repaired, which totaled some 510,000 square metres.

To tackle traffic congestion, preferential terms were given to developing public transportation. Beijing Municipality improved transportation facilities, adopted a low-fare policy, set aside more public transportation lanes, built a number of transit hubs, optimised bus route coverage and improved service standards. All these efforts paid off, and by the end of 2007, 34.5 per cent of passengers had used public transportation, compared with 28 per cent in 2002.

An intelligent city transportation management system was put in place, which integrated traffic command, transportation network management, traffic accident alarm, traffic monitoring, digital traffic policing, expressway control, traffic signs, and real-time traffic assessment. The Olympic public transportation management



Vehicles for Olympic transportation service

mechanism and the public transportation vehicle maintenance system were also established.

In February 2008, Terminal 3 of the Beijing Capital International Airport was put into operation, which enhanced its passenger capacity from 36 million to 72 million per year. New terminals at the two alternative airports were also put into use.

Before the opening of the Games, the newly-constructed Beijing South Railway Station was open to traffic. The country's first high-speed railway train, running 350 kilometres per hour, would take the passengers to the Co-host City of Tianjin in 30 minutes. There were also high-speed trains to the Co-host City of Shanghai. In addition, the second Beijing-Tianjin Highway was completed.

The Co-host Cities also stepped up infrastructure construction to improve traffic conditions in the hope of creating a better Games-time transportation environment.

10.2.2 Olympic Transportation System

Between 2004 and 2006, the BOCOG Transportation

Department issued a series of documents regarding transportation operation, management and service during the Beijing Olympic and Paralympic Games to guide the Olympic transportation initiatives.

Infrastructure

Before June 2008, 72 road construction and maintenance projects had been completed in the vicinity of the Olympic venues.

In July 2008, the Olympic Rail Transit Network Command Centre was put in place. The newly-constructed Airport Express Rail was capable of taking passengers to Beijing's downtown area within 30 minutes. The 4.5-kilometre Olympic Subway Line (Subway Line 8), the only rail transit access to the Olympic Green Central Area, became a major route for spectators, media staff and Games staff.

The newly operated subway lines (the Olympic Subway Line, Subway Line 10 and the Airport Express Rail) and the existing ones (Subway Line 1, Line 2, Line 13 and Subway Batong Line) formed a network to cover major areas in Beijing, which helped fulfill Beijing's commitment of "access to 80 per cent of the competition venues in Beijing by rail transit".

Temporary bus stops and car parks were also prepared outside the Olympic venues.

Management Focuses

Olympic transportation management focused on Olympic lanes, traffic signs, Games-time traffic simulation, relevant policies and regulations and Olympic traffic system maintenance.

Olympic lanes, marked with patterns of the Olympic rings, were set aside on the city's main roads. Between July 20 and September 20, 2008, Beijing traffic control authorities used these lanes to ensure an average vehicle speed of 60 kilometres per hour, so that athletes, NOC team officials and Olympic officials were able to arrive at their venues within 30 minutes.

Some 10,000 Olympic traffic signs were placed along transportation routes and Olympic lanes, in the enclosed zones of the Olympic venues and in the vicinity of the venues, and at Olympic shuttle bus stops. Signs in Co-host Cities were designed in reference to those in Beijing.

Aided by virtual technology, BOCOG built up a simulation model for traffic flows at the Olympic venues and in the city of Beijing. The simulation model also helped predict the flows of vehicles and pedestrians, which played an important role in making traffic control plans during Games time.

Based on the competition schedule, the BOCOG Transport Department made bus operation arrangements for client groups and established a GPS system for the Olympic transportation vehicles. During the Good Luck Beijing Test Events, the Olympic traffic command system was checked, with necessary adjustments made. In July 2008, the system was ready for Games-time transportation operations.

10.2.3 Games-time Support

To guarantee smooth Games-time transportation, Beijing made considerable preparations in terms of personnel, vehicles and maintenance.

Personnel

The Beijing Olympic Games engaged as many as 22,000 Games staff, volunteers and staff from contractors to provide transportation services such as traffic management, driving and on-board language service.

Vehicles

Some 9,000 vehicles had been prepared by the end of 2007 for Games-time transportation, among which 2,000 served non-accredited media, large-scale events and Olympic bus lines. These vehicles were all installed with GPS and the wireless digital communications system.

In reference to the practices of previous Games, the BOCOG Transportation Department set standards on vehicles, service life, environmental protection features, space between seats, upholstery and exterior appearance, so as to satisfy the needs of different client groups.

Beijing's public transportation sector purchased nearly 16,000 eco-friendly buses and weeded out old buses. By June 2008, 20,156 buses were engaged in public transportation.

In 2007 alone, 12 groups of 72 new subway trains and 7,800 environmentally-friendly taxis took the place of old ones. Taxis were all equipped with GPS.

Accessible facilities were added to Olympic traffic routes and city transportation infrastructure, and during the Paralympic Games, some 2,000 buses and 70 taxis with accessible facilities were ready to serve people with a disability.

Maintenance

The division in charge of transportation services cooperated with sponsors, contractors and insurance companies to conduct vehicle safety checks and sent mechanics to offer maintenance service at major transit stations and vehicle dispatching centres. 28 designated Olympic gas stations were arranged in the vicinity of these places.

Round-the-clock emergency and maintenance service was available at transit stations, vehicle dispatching centres, designated Olympic gas stations and Volkswagen 4S stores (Volkswagen was one of the Beijing 2008 Partners and “4S” stands for sales, sparepart, service and survey).

BOCOG purchased full insurance for Olympic vehicles from the People’s Insurance Company of China (PICC).

153 contingency brigades with 3,408 emergency kits and 16,000 tons of materials for emergency operations were also ready for the Olympic Games.

10.2.4 Games-time Transportation

During the Beijing Olympic Games, 34 Olympic bus lines, 28 bus lines for the Opening and Closing Ceremonies and 192 commuter lines for volunteers were put into operation. 285.7 kilometres of Olympic lanes were set aside in the city. Taxi dispatching centres were usually established at Olympic venues and BOCOG contracted hotels.

Seven temporary transit hubs, with a floor space of nearly 600,000 square metres, were added to facilitate Olympic transportation, and Olympic goods and material distribution centres with green channels were put into place.

Command

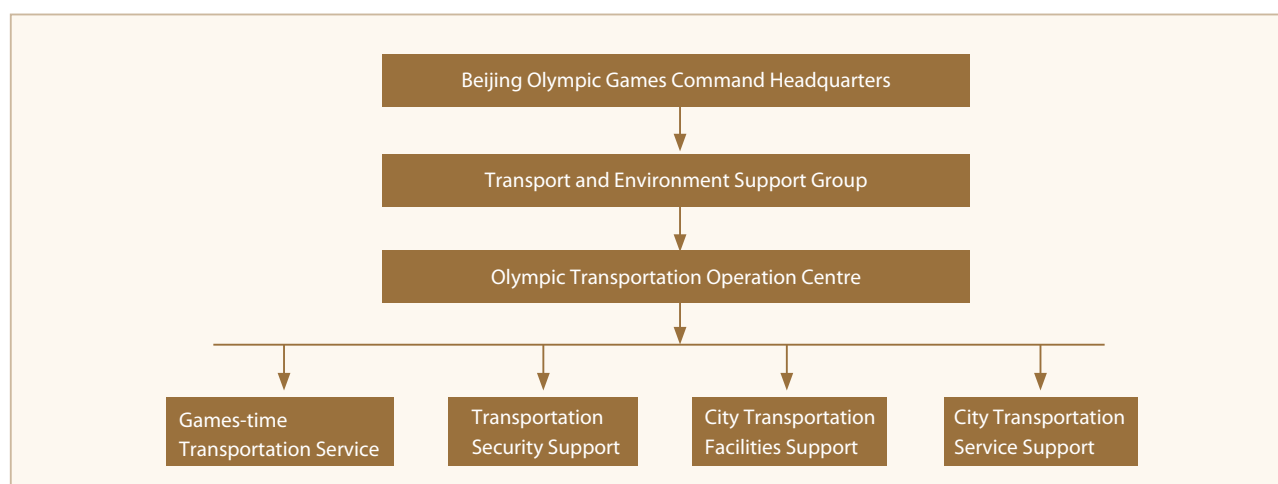
During the Games, the BOCOG Transportation Department was transformed into a sub-centre in charge of transportation services under the Olympic Transportation Operation Centre, with eight subordinate service teams to target specific client groups:

- Athletes and NOC team officials
- Accredited media staff
- IFs
- Olympic Family members (allocated vehicles)
- Olympic Family members (car pool)
- NOCs
- Partners, sponsors, and Rate Card holders
- Airport arrival & departure

Transportation of Olympic Family Members and Media Staff

Olympic Family members enjoyed round-the-clock shuttle bus service linking the airport, the Olympic Family Hotels, the Olympic Village, and competition and training venues, starting 14 days before the Opening Ceremony of the Games and three days after the Closing Ceremony. Different client groups’ needs for transportation were addressed through the Chefs de Mission meetings and other regular meetings, with a transportation schedule carefully prepared.

Games-time Transportation Services





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1. The "Olympic Forest Park" Stop along the Olympic Subway Line
2. The Olympic Lane
3. Checking into the Olympic Village

Transportation service was offered to athletes and the NOC delegation officials for training, competition, watching the Games, non-competition activities, and arrival & departure. Shuttle buses were arranged daily for Olympic Family members to go shopping and sightseeing.

A 24-hour shuttle bus, sent every 20 minutes during the daytime and every hour at night, was available to link the Media Villages, the Main Press Centre (MPC) and the International Broadcast Centre (IBC). According to the competition schedule, a shuttle bus for media staff would be sent every 30 minutes to bring passengers from the MPC and the IBC to the competition venues. The first shuttle bus usually left for the venue three hours before the competition event started and the last one left the venue three hours after the event was completed.

In addition, BOCOG also prepared backup cars in case of additional needs for transportation. At each Olympic venue, BOCOG allowed "prompt taxis" to wait outside the enclosed zone to take passengers.



"Olympic express transit" of air, railroad and coach services were available to bring athletes to the Co-host Cities.

Spectator Transportation

While Beijing Olympic sponsors, contractors, staff and volunteers, with their Olympic Identity & Accreditation Cards (OIACs), enjoyed free bus and rail transit service, spectators holding event tickets of the day also used public transportation for free.

No parking spaces were set aside outside the competition venues; this was aimed at encouraging spectators to use public transportation.

24-hour bus lines were increased from 12 to 19. Rail transit on the days of the Opening and Closing Ceremonies was in operation around the clock. In addition, throughout the Games, regular operation hours were extended.

City Transportation Support

Beijing adopted some international traffic control practices during the Olympic Games.

A majority of government vehicles were suspended from use, as were 300,000 vehicles that failed to meet National IV Emission Standards.

Vehicles were allowed on the roads in line with the “odd or even license plate number” control. Those with odd plate numbers would travel on odd-numbered dates while those with even numbers on even-numbered dates. This arrangement helped reduce vehicles on the roads by 45 per cent.

Business institutions and shopping places used different schedules so that workers would not go to work and arrive home at the same time, which greatly eased traffic during peak hours. Traffic restrictions were also imposed in certain areas of the city. These measures ensured that driving speed on major traffic routes in Beijing during peak time was kept at above 30 kilometres per hour.

Beijing launched the Olympic Traffic Information and Communications Service System, as well as the traffic information hotline and mobile traffic information service. A multilingual traffic police reception hotline was also put into operation to handle traffic information consultation and traffic accident alarms.

Transportation Contingency Plans

BOCOG started research on transportation contingency operations as early as 2005 based on the location of the Olympic Village and potential Games-time traffic conditions. Assisted by the virtual traffic simulation model, BOCOG formulated a transportation contingency and evacuation plan.

In June 2008, Beijing’s public security and transportation authorities organised 15 maintenance teams to handle traffic obstacle clearance, traffic accidents and facility repair. During the Games, 1,600 taxis were called in on a daily basis to wait for passengers at the airport and railway stations. Traffic police carried out 24-hour road patrol during Games time.





10.3 Arrival & Departure

Arrival & departure (A&D) was an important issue in the Games-time operations. First-class A&D service would help leave a favourable impression of the Beijing Olympic Games on Olympic Family members.

10.3.1 Beijing Olympic Arrival & Departure Centre

In June 2007, BOCOG inaugurated the Beijing Olympic Arrival & Departure Centre (ADC), the first independent functional department of its kind in the history of the Olympic Games.

The ADC then completed a number of tasks:

- Coordinating with other BOCOG departments and concerned authorities to prepare for Games-time A&D service
- Formulating entry & exit policies and contingency plans
- Developing and managing the A&D Information System
- Undertaking A&D of the Good Luck Beijing Test Events and other large-scale events
- Coordinating and supervising A&D in the Co-host Cities

During the Games, the ADC was responsible for the following:

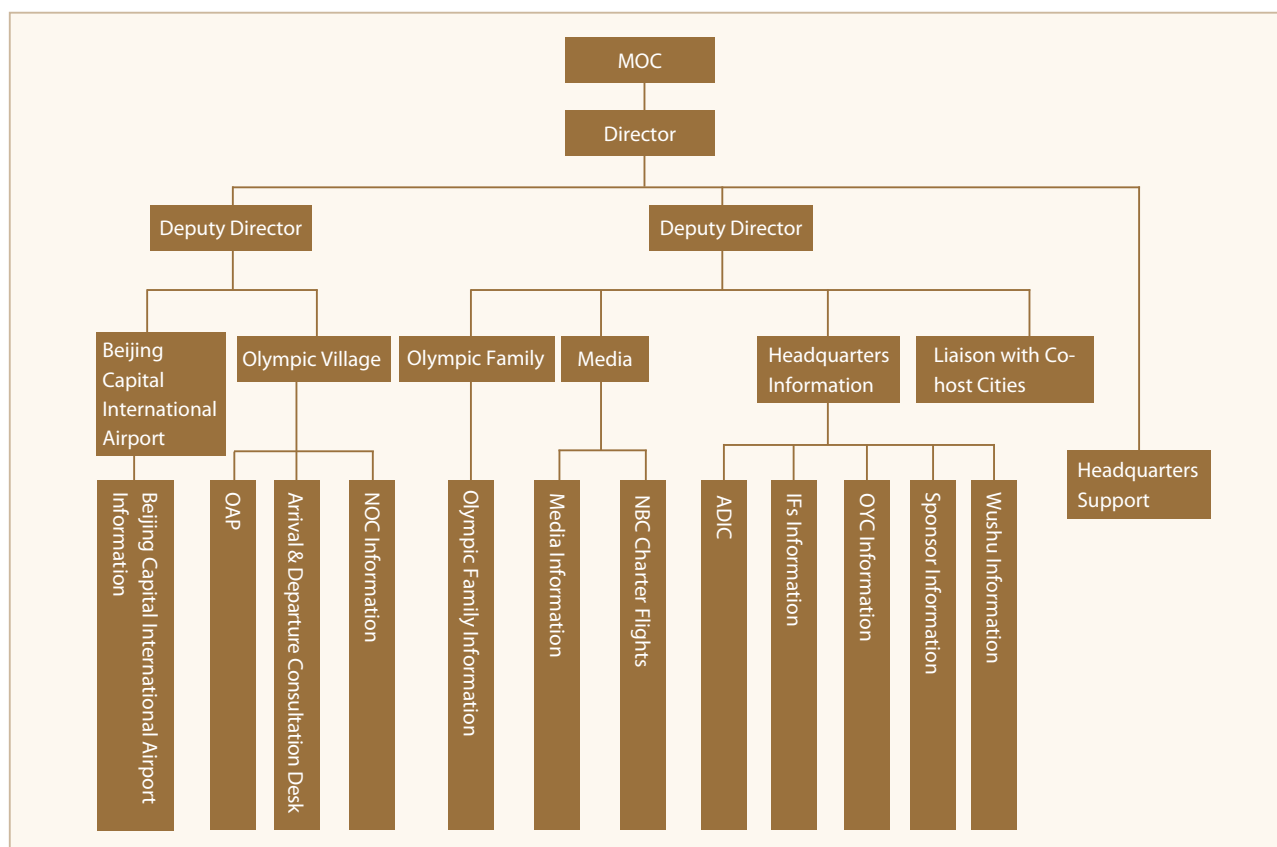
- Coordinating A&D
- Collecting A&D information
- Undertaking A&D information release
- Assisting with NOC A&D service desks and off-airport processing at the Olympic Village

ADC Organisational Structure

Upon establishment, the ADC had one director-general and two deputy directors-general in charge of airport operation and A&D information respectively. Under the ADC were four divisions responsible for administrative work, A&D policies and operational plans, liaison with the airport and concerned authorities, and the A&D Information System operation and maintenance.

During the Games, the ADC was transformed into the Beijing Olympic A&D Team which sent staff to major venues such as the airport, Olympic Village, Olympic Family Hotel and the MPC to collect and process A&D information.

Games-time Organisational Structure of the Beijing Olympic A&D Team



Cooperation with Other Departments

The ADC strengthened its contact with the airport, BOCOG departments responsible for transportation, protocol, logistics, accommodation and client groups, as well as the Olympic Village and Olympic Family Hotels, so as to form an A&D service chain.

The A&D Information Centre interacted with the ADC to exchange information regarding flight schedules, accredited members, transportation services, hotel reservation, etc.

10.3.2 A&D Information Processing

A&D information was vital for Beijing Olympic A&D operations. Post-Games statistics indicated that A&D information collection was conducted for 39,000 members in client groups, as against the planned 42,000. The average information accuracy rate was 85 per cent, with that of client groups above V2 reaching 99 per cent.

Operation Mechanism

Nine specific projects were planned, covering the IFs and Olympic Youth Camp (OYC), Olympic Games sponsors, Beijing Capital International Airport, Olympic Family, media, NOC information, NOC delegation A&D consultancy, A&D Information Centre, and off-airport processing.

“People-to-people contact” and “double-confirmation” were applied in arranging A&D for major client groups, meaning every client group member would be taken care of and A&D arrangements would be confirmed twice before being implemented. As for regular client groups, the ADC also established contacts and conducted registration with them. These measures helped maximise accuracy of A&D information.

During the Games, A&D information was released 72 hours before A&D arrangements were implemented. Every day before 20:00, the airport A&D division would forward the A&D information of the next day to concerned functional areas, with changes of A&D information and A&D arrangements promptly made.

ADI Operation Schedule

January 2008 onward	Distributing the A&D information form to the client groups
April 2008	Issuing Games-time A&D forecast (the first edition), based on the A&D data of the previous Games
Prior to June 8, 2008	Collecting the A&D information form (deadline for NOCs was extended to June 20, 2008)
June 2008	Putting the A&D Information Centre in operation and processing the collected ADI
June 20, 2008	Issuing Games-time A&D information forecast (the second edition)
July 6, 2008 onwards	Releasing the A&D information of first client groups arriving
July 10, 2008	Issuing Games-time A&D information forecast (the third edition)

Technical Support

The ADC adopted two A&D information management systems, the ADP system (Arrival, Departure and Protocol) and the PBS system (Pre-processing and Backup).

The ADP system served the main A&D information management function, the data of which was shared via the GMS (Global Mobile System) network and used for A&D planning and coordination. Most of the A&D information was stored in the ADP system as its performance was very stable.

However, the ADP system had its downsides, i.e. the difficulty in information exchange via the Internet and data update. Therefore, the PBS system, which was used for A&D information collection, examination and backup, was adopted as a supplement for A&D information management.

10.3.3 Games-time A&D Operation

Cooperating with client groups, related functional departments and venue teams, the ADC formulated policies for A&D service and luggage management to target the five major client groups of NOC delegations, the IOC, the IFs, media and sponsors. A&D service standards (V1, V2a, V2b and V3) were also defined in line with the *IOC Technical Manuals on*

Transportation and Arrivals & Departures to handle airport pickup and send-off, entry & exit procedures, OIAC validation, registered luggage and transportation services.

In terms of service procedures, arrival service for NOC delegations offered a good example.

After athletes and team officials got off their planes, protocol service personnel from BOCOG helped them go through entry procedures. To facilitate this operation, the Beijing Capital International Airport set aside a designated Olympic terminal and Olympic green channels.

Athletes and team officials would take shuttle bus to the Olympic Village Welcome Centre, where they completed security screening, registration and OIAC validation. Service staff then took them to their rooms.

The ADC also set up A&D Information Desks at major accommodation sites such as the Olympic Village and Olympic Family Hotel and sent staff to join the venue team, so that confirmation of departure would be easily handled with arrangements made accordingly.

If athletes and team officials decided to leave the Olympic Village during peak hours, they could use the off-airport processing service provided for NOC charter flights to complete boarding procedures and luggage transportation.



Off-airport Processing

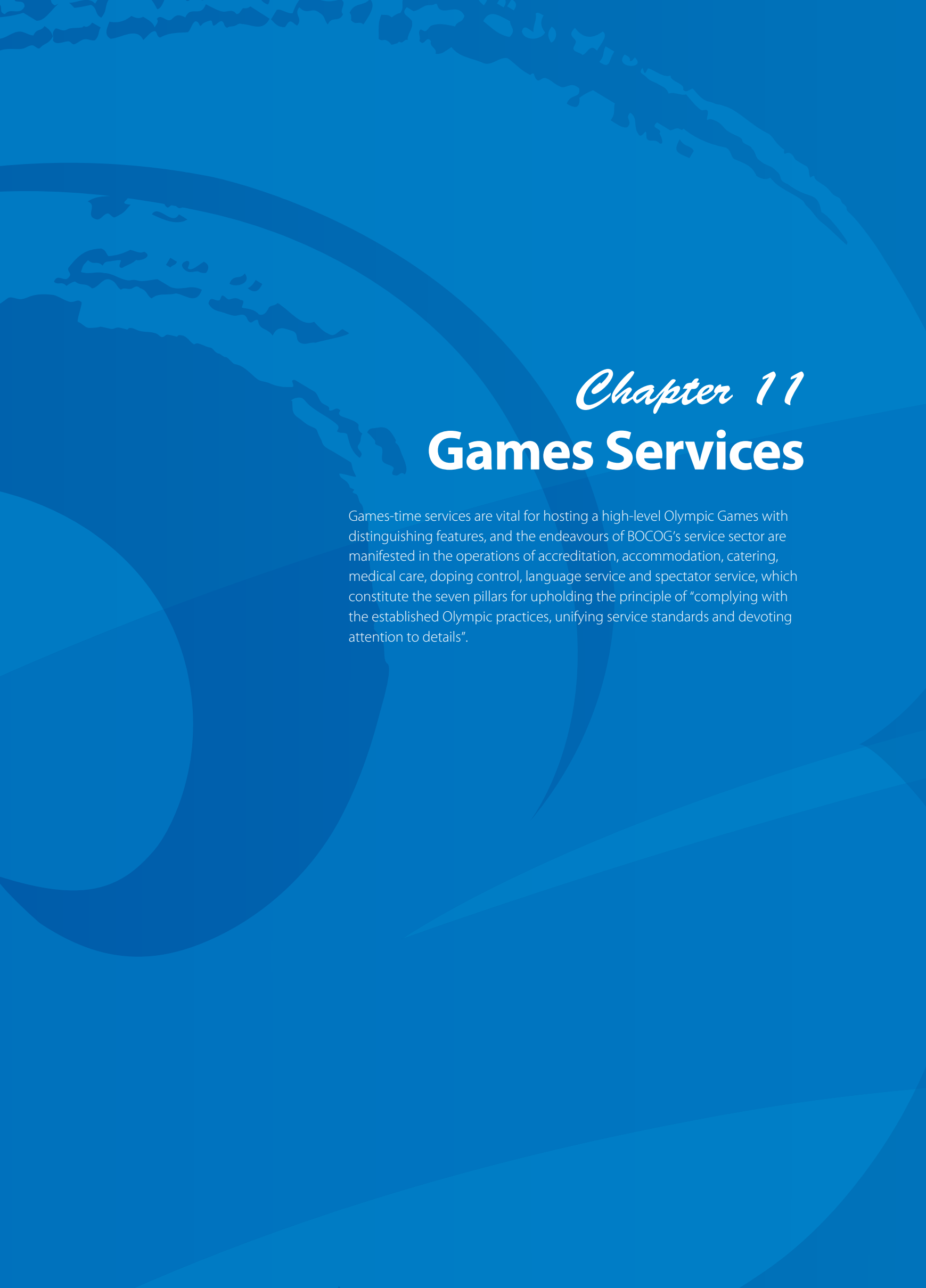
Summary

BOCOG and the government sectors concerned worked together to integrate the functions of the venue teams and authorities of areas where there were Olympic venues, which provided an efficient command mechanism and solid operational support for security and transportation during the Beijing Olympic Games.

Communication with the IOC, the NOCs and client groups on security issues helped formulate effective Games-time security operation plans, and close international cooperation and well-planned rehearsals made implementing these plans possible.

Transportation is always a major challenge for any host city of the Olympic Games, and a sound Games-time transportation plan is of vital importance to a successful Games. With great endeavours, Beijing provided convenient Games-time transportation and minimised the impact of the Games on the city's transportation system.

BOCOG also attached great importance to arrival & departure service. Through cooperation with relevant sectors, the Beijing Olympic Arrival & Departure Centre (ADC) established a service chain and successfully completed its Games-time operations.



Chapter 11

Games Services

Games-time services are vital for hosting a high-level Olympic Games with distinguishing features, and the endeavours of BOCOG's service sector are manifested in the operations of accreditation, accommodation, catering, medical care, doping control, language service and spectator service, which constitute the seven pillars for upholding the principle of "complying with the established Olympic practices, unifying service standards and devoting attention to details".



Games-time service

11.1 Accreditation



In accordance with the *Olympic Charter* and *Host City Contract*, BOCOG conducted accreditation operations to ensure that all Games participants and staff had quick and safe access to the Olympic venues.

According to post-Games statistics, BOCOG received 444,126 accreditation applications (126,728 from Olympic Family members and 317,398 from Games staff), of which 377,894 were approved (89,698 from Olympic Family members and 288,196 from Games staff).

Of all the 395,583 Olympic Identity & Accreditation Cards (OIACs), 348,714 were validated (82,212 for Olympic Family members and 266,502 for Games staff).

Accreditation service became a mirror on the overall Beijing Olympic Games services.

11.1.1 Preparation

As early as 2002, BOCOG started assessing the scale of accreditation operations during the Beijing Olympic Games.

In December 2004, the *Strategic Plan for Accreditation Operations of the Beijing Olympic Games* was formulated, followed one year later by the *Guidelines for Accreditation Operations of the Beijing Olympic Games*, which was adopted as an essential training manual for the accreditation staff.

BOCOG also sent staff to visit the Salt Lake City Olympic Winter Games in 2002, the Athens Olympic Games in 2004 and the Torino Olympic Winter Games in 2006. A staff member even did an internship at the Accreditation Centre of the Athens Organising Committee for the Games of the XXVIII Olympiad (ATHOC). All these helped BOCOG gain valuable experience for formulating policies and working procedures of the Beijing Olympic accreditation operations.

During Good Luck Beijing Test Events, every accreditation procedure was examined, with all staff receiving on-the-job training. The Accreditation Data Management System and related facilities were also tested, with necessary adjustments made.

11.1.2 Pre-validation Operations

In 2006, BOCOG established the Beijing Olympic Accreditation Centre (ACR), and in 2007, accreditation was officially launched.

Olympic Family Members

In January 2008, BOCOG started sending offline electronic application forms, online electronic application forms and hard copy application forms as well as the *Beijing Olympic Games Accreditation Application Guide* to Olympic Family members.

BOCOG then informed each applicant of his/her confirmation status, so as to call attention to the application deadline, which was set at 24:00 of April 15, 2008 (Beijing Time).

In actual operation, 48 per cent of Olympic Family members and 78 per cent of Olympic working staff did not submit their applications until the deadline. The ACR cooperated with departments responsible for visa

and background review to expediently handle delayed applications.

Before July 23, 2008, those who had submitted their application forms with photos through their NOCs would receive from BOCOG a pre-valid OIAC.

The OIAC was issued by the IOC in collaboration with BOCOG, and it specified the scope of access and other privileges of the holder during the Beijing Olympic Games.

It was confirmed in the *Host City Contract* that the OIAC was a valid visa for an Olympic participant to enter China (including the Hong Kong Special Administrative Region) during the Olympic Games and within one month before or after it.

In collaboration with the China Anti-counterfeit Technology Association and the public security sector, BOCOG employed Radio Frequency Identification (RFID) technology in manufacturing the OIAC, to make anti-counterfeit control and security checks more



Sample OIAC of the Beijing Olympic Games

efficient and effective.

In August 2006, the technical standards and manufacturing process of the OIAC were approved by the IOC. The 74 types of OIACs all featured the RFI chip and were consistent in design.

Media Staff

BOCOG required that media staff submit their accreditation applications through the IOC, the NOCs or the IFs.

Starting on July 1, 2007, BOCOG issued application forms and guide concerning “accreditation application by number” to the NOCs and media. Also issued were guides concerning accommodation, Rate Card, freight and shipping, and media operations. The submission deadline was set on December 15, 2007.

On December 10, 2007, BOCOG launched the “accreditation application by name” and issued application forms to the NOCs and media, which were to be submitted no later than February 29, 2008, and the deadline for Rights Holding Broadcasters (RHBs) was set on March 31, 2008.

In May 2008, the ACR started sending pre-valid OIACs to NOCs, who then distributed them to accredited media.

Games-time Working Staff

In December 2007, BOCOG started Games staff accreditation.

In February 2008, accreditation data of the first applications were input into the Olympic Games Accreditation Data Management System.

In early May 2008, production of Games staff OIACs began, and on May 30, 2008, BOCOG launched staff OIAC issuance and validation.

11.1.3 Cooperation with Relevant Sectors

The ACR cooperated with various sectors to accelerate the accreditation process.

Government Authorities

The ACR worked closely with government departments to address specific accreditation-related issues.

For example, the Ministry of Foreign Affairs of the People's Republic of China and Chinese diplomatic corps and missions overseas assisted in visa service for international accreditation applicants. The security sector undertook background checks of accreditation applicants. The entry & exit authorities helped facilitate Customs clearance operations of international OIAC holders.

The International Air Transport Association

The ACR notified the International Air Transport Association (IATA) about the entry & exit policies of the Beijing Olympic Games.

As the OIAC was used as a multiple-entry visa into China (including the Hong Kong Special Administrative Region), the ACR presented sample OIACs to IATA for airport Customs clearance operations.

BOCOG also established direct contact with major international airlines and provided training on Beijing Olympics-related policies.

BOCOG Departments

Satisfactory and timely accreditation service required cooperation between relevant departments and functional areas within BOCOG.

Take the Human Resources Department for instance. It provided all necessary information for Games-time staff accreditation and assisted in formulating regulations on venue access.

The sport entries & qualification (SEQ) sector forwarded information to the Accreditation Data Management System through the SEQ System.

The technical sector provided support, such as communications and Internet access, for the Accreditation Data Management System.

The engineering and construction sector set up



OIAC Validation Centre

accreditation centres at each venue as well as the accreditation facilities for venue management and exit & entry control.

11.1.4 Games-time Accreditation

There were 456 accreditation staff prior to the Games, and during the Games, the number increased to 1,566 (including all the accreditation staff and volunteers at the venues in Beijing and the Co-host Cities).

On July 8, 2008, BOCOG began validating OIACs and issuing Guest Passes to guests invited by the IFs, and on July 27, 2008, BOCOG launched the Day Pass service to clients for accessing Olympic venues and Olympic Green Common Domain.

Main Accreditation Centre

The Main Accreditation Centre (MAC) started operations on June 23, 2008. It supervised venue accreditation centres (validation centres and accreditation offices) to ensure consistency in accreditation policies and service standards.

The MAC also conducted policy and information consultancy for the Main Operation Centre (MOC) and accredited clients, and helped concerned departments to settle accreditation-related issues.

Other tasks of the MAC included:

- Entry & exit support
- Accreditation data processing
- Auxiliary access control documents issuance
- Uniform distribution to staff, volunteers and National Technical Officials (NTOs)

Facilities

BOCOG set up 41 accreditation facilities at the Olympic venues (32 in Beijing and nine in the Co-host Cities).

- The validation centre in the Beijing Capital International Airport
- Four accreditation centres in the Olympic Village, the Olympic Family Hotel, the MPC and the MAC
- 25 venue accreditation offices
- One Day Pass offices each in the Olympic Village and the Olympic Green Common Domain
- Nine accreditation centres in the five Co-host Cities

Specific Accreditation Services

Games-time accreditation operations started on May 30, 2008, with the issuance of first OIACs, and ended on September 16.

BOCOG held accreditation meetings between July 20 and August 7, 2008 with the heads or officials of the NOC delegations at the Welcome Centre in the Olympic Village, confirming the name lists of the delegations, basic information of the delegation members, and rights and services to which the delegations were entitled, such as protocol services, arrival & departure arrangements, Rate Cards and accommodation. Accreditation agreements were signed between BOCOG and the NOC delegations.

Problems concerning delegation members' qualifications were dealt with through cooperation with the NOCs and the IOC Sports Department.

In addition, an OIAC hotline, managed by the BOCOG International Relations Department, started operation on July 9, 2008. Altogether 1,327 phone calls from Olympic Games clients were received and some 11,000 accreditation applicants were assisted with their visa entries.

The venue accreditation centres undertook OIAC validation for Olympic Family members and Games staff.

In the past Olympic Games, it usually took some time to complete validation. To avoid this problem, BOCOG added more validation service counters at airports, and allowed clients to go through validation procedures at any venue accreditation centre at their convenience.

A reporter, for example, was able to check in at the media accreditation centre with the OIAC he/she had obtained. The accreditation personnel would simply confirm the reporter's information in the Accreditation Data Management System and validate the OIAC. The process took only four minutes.

At the beginning of validation operation, some holders of validated OIACs were denied access to venues due to data inconsistency occurring in the electronic ID checking system and the Accreditation Data Management System (background data stored in the former came from the latter).

Measures were then adopted to update data three times per day to ensure consistency between the two systems. Personnel were added for manual OIAC check. These measures helped offset the impact of data inconsistency.



Validation at the Media Accreditation Centre



11.2 Accommodation

Statistics from ticket sales indicated that some 500,000 overseas visitors would come to Beijing during the Olympic Games, in addition to a huge number of visitors from all over China, and the number per day could be as many as 330,000. Providing them with a comfortable stay would be a demanding task for the Games service sector.

11.2.1 Arrangements for Accredited Clients

Between July 8 and August 27, 2008, the 117 contracted hotels in Beijing made 659,933 receptions for accredited clients and their guests with 513,498 rooms arranged. During the peak period, 34,312 guests on average were accommodated per day in 25,832 rooms.

The BOCOG Games Services Department and concerned municipal authorities, such as the Beijing Tourism Bureau, jointly arranged Games-time accommodation for Olympic Family members, sponsors and contractors, media staff and other VIP guests, and supervised hotel service quality.

Accommodation Plan

In August 2002, BOCOG and the Beijing Tourism Bureau began assessing the accommodation scale of accredited clients and the capacity of Beijing's hospitality industry, based on which the *Strategic Plan for Accommodation Services during the Beijing Olympic Games* was enacted.

In February 2004, the *Olympic Lodging Agreement* was approved by the IOC, which became a legal guarantee for accredited client groups and laid the foundation for the *Accommodation Allotment Agreement during the Beijing Olympic Games*.

Contracted Hotels

In March 2004, seven five-star hotels signed the *Olympic Lodging Agreement* with BOCOG and became the first "members of the Beijing 2008 Olympic Games Official Accommodation Network", i.e. contracted hotels.

By January 2006, all the *Olympic Lodging Agreements* had been signed, which involved 128 three to

five-star hotels. The 122 hotels in the capital would offer 32,000 guest rooms during the Games.

BOCOG also prepared two Media Villages, with 7,000 guest rooms, for the accredited media staff.

BOCOG inspected all guest rooms in each hotel and categorised them into 10 different types (luxury suite, standard room, etc.), in an effort to promote the contracted hotels, standardise accommodation conditions and facilitate data processing of the Beijing Olympic Accommodation Reservation System.

At the same time, the *Beijing Olympic Contracted Hotel Service and Environmental Protection Guide* was released as an appendix to the *Olympic Lodging Agreement*, requiring that all contracted hotels abide by environmental standards.

Lodging and Allocation Agreements

In September 2005, the *Guidelines for Accommodation Operations during the Beijing Olympic Games* was completed.

Based on the pricing formula included in the *Olympic Lodging Agreement* and with factors such as location, facilities, services and reputation considered, the rates of contracted hotels were confirmed and released to clients in April 2006. By that time, the *Beijing Olympic Games Accommodation Reservation Manual* had also been released.

In October 2006, the IOC approved of the *Accommodation Allotment Agreement during the Beijing Olympic Games*, and BOCOG started signing agreements with the client groups.

After negotiating with the IFs, the NOCs, the media and sponsors, BOCOG completed some 3,000 *Accommodation Allotment Agreements*. By January 2008, BOCOG had accomplished over 80 per cent of allotment operations.

BOCOG then set deadlines for clients to cancel reservations and specified corresponding refund ratios.

Payment Collection

Between November 1, 2006 and April 1, 2008, BOCOG

collected accommodation down payments from clients.

Payment was regulated according to the schedule included in the *Olympic Lodging Agreement*. A reminder was issued to clients 30 days before the deadline. Auditing and confirmation was done immediately after payment was received. Altogether 10,000 payments were confirmed. By August 10, 2008, 81.2 per cent of the contracted hotel rooms had been booked.

Also from July 1 to 30, 2008, BOCOG delivered the Games-time accommodation allotment arrangements to contracted hotels.

Accommodation in Co-host Cities

Before the opening of the Games, BOCOG signed agreements with the Co-host Cities, requiring that they assist the Accommodation Division in enlisting three to five-star hotels and making accommodation allotment arrangements for Olympic Family members, sponsors and media staff in each city. Hotel rates were settled in line with Games-time accommodation policies.

The Co-host Cities were to supervise Games-time operations of these hotels, which were required to provide the same standard services as those in Beijing.

Risk Management

Problems emerged in accommodation operations for accredited clients.

First, some client groups could not specify their accommodation plans in a timely manner, which resulted in inaccurate guest room inventory. Measures taken to ease this problem included:

- Making predictions on accommodation requirements of client groups in reference to previous Olympic Games
- Contacting clients as early as possible for timely and accurate accommodation information
- Signing legally binding contracts with hotels and enhancing communication with these hotels

Second, technical problems occurred with the Beijing Olympic Accommodation Reservation System. Work flow was then reviewed with defects corrected to improve performance.



Olympic Homestays in traditional hutongs are ready to receive international guests

Third, changes in client group reservations would cause financial losses to BOCOG and contracted hotels. To avoid such scenario, BOCOG did the following:

- Categorising the facilities and services required by the clients as well as the corresponding hotel rates, and opened up sample guest rooms
- Setting aside 30 per cent of the guest rooms to cope with unexpected accommodation needs
- Specifying regulations in accommodation agreements to reduce incidence of cancellation
- Detailing cancellation procedures when signing contracts with hotels, which would make it easier for BOCOG to cancel reservations and for hotels to receive new clients
- Notifying client groups that only reservations through BOCOG would help guarantee security and transportation services

11.2.2 Lodging for Olympic Spectators

In collaboration with concerned departments, Beijing Tourism Bureau reviewed the actual conditions of the city's hospitality industry and formulated accommodation plans for Games spectators.

The Accommodation Division furnished a hotel reservation link on BOCOG's official website.

Prior to the Games, the number of star-rated hotels in Beijing increased from some 600 to 816. In addition, there were 4,978 budget hotels, hostels and Olympic Homestays. These all helped diversify visitors' choices.

Service Standards for Star-rated Hotels was enacted and training sessions were offered to staff in over 400 hotels.

Non-star-rated hotels were also expected to abide by the *Service Standards for the Lodging Industry*, and they would not be allowed to receive guests until they went through inspection and obtain approval.

Households in Beijing actively took part in the selection of "Olympic Homestays". The 598 families selected offered 726 rooms during Games time, with an accommodation capacity of 1,000 guests.

The spectator accommodation service team was also jointly established by the BOCOG Games Services Department and Beijing Tourism Bureau to supervise spectator accommodation operations and ensure clean, comfortable, and fair-priced lodging service for spectators from home and abroad.

11.3 Catering



Some 280,000 accredited members and seven million spectators would enjoy the catering service during the Beijing Olympic Games, and the unique Chinese culture and flavour would be demonstrated with the nutritious cuisine.

11.3.1 Food Safety Supervision

In 2005, government departments in Beijing and the Co-host Cities began implementing the *Olympic Food Safety Action Plan*, which was aimed for establishing a traceable food safety supervision system.

This supervision system, which was considered an Olympic legacy, was retained after the Games to continue monitoring food safety in the capital.

Supervision

The Catering Division of the BOCOG Games Services Department submitted the raw food material category to the Beijing Municipal Bureau of Commerce, which selected material supply bases, food processors and distributors.

The candidates were subject to supervision carried out by Beijing food safety law-enforcement institutions.

Examination

Food production and safety were monitored in line with specific food technology standards.

In 2007 alone, 112,105 samples of 65 kinds of food were examined in Beijing. The overall qualification rate of six kinds of raw food material, including rice, semolina, edible vegetable oil, vegetables, pork and bean products, was 97.18 per cent and the vegetables from agricultural produce bases in the suburbs of Beijing all passed pesticide residue tests.

Traceability

In 2007, a food safety tracing mechanism for the Beijing Olympic Games was incorporated into operations of all Olympic catering suppliers.

In line with the *Data Tracing Standards for the Beijing Olympic Games Farm Produce* and the

Coding Standards of the Beijing Olympic Games Foods Distribution Centre, all Olympic food products were identified with RFID labels.

Aided by GPS and automatic temperature recording device adopted for food transport and storage, tracing and control was realised from supply bases to processors and from logistics centres to the Olympic Village.

Training for Catering Providers

Beijing Municipality implemented a ranking mechanism in which catering providers were classified into four grades in terms of food safety: A, B, C and D (C being the bottom line), which spurred a catering industry food safety training initiative. By July 1, 2008, grading was completed among the catering providers in Beijing, with all the BOCOG contracted hotels achieving Grade A.

In January 2008, recruitment for the Beijing Olympic catering service personnel started. 1,762 candidates were selected throughout the country.

The Catering Division compiled a training manual and organised training sessions for the candidates, regarding food safety, service standards and operational procedures. Other trainees included the Catering Division staff, employees of the catering service providers, catering suppliers, personnel from relevant functional areas and volunteers.

11.3.2 Pre-Games Operations

Preparation for Games-time catering was focused on the selection of raw food material, catering service providers and catering managers.

Raw Food Material Bases and Suppliers

In March 2006, the *Access Standards for the Beijing Olympic Games Catering Supply Bases and Suppliers* was released.

Beijing and the Co-host Cities selected 428 candidates to provide 345 items of raw food material in 10 major categories. All candidates were supervised for over a year and half in terms of production environment and

food safety.

Catering Service Providers

During the Games, there would be a huge number of clients in the Olympic Village, the Media Villages, the MPC and the IBC, all with their diversified catering requirements.

BOCOG invited bids from experienced international catering service providers to select main contractors and from local catering service providers to select partners, who would complement each others' strength in terms of material and human resources. 23 catering service providers were finalised for Games-time operations in Beijing.

Local authorities were responsible for managing catering service at competition venues, non-competition venues and independent training venues.

Under the guidance of BOCOG, the Co-host Cities also implemented catering plans that would suit them best.

Catering Managers

Catering managers were in charge of venue catering operations. They were experienced managerial personnel transferred from government sectors, recommended from catering enterprises, or recruited from among individual applicants. One of the candidates, Zhao Jinlin, even held a PhD Degree in Hospitality and Catering and once worked for the Atlanta Olympic Games in 1996.

11.3.3 Games-time Catering

During the Olympic Games, the Catering Division was transformed into the Catering Service Executive Group directly under the control of the MOC, which would take charge of the operation, management and supervision of the venue catering service.

A coordinating team was designated to supervise the overall catering operation and management in Beijing and the Co-host Cities.

The Games-time Food Safety Command Centre,



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1. Staff examine the storage house to ensure food safety

2. The 15 iceboxes in an Olympic catering bus can hold 2,000 standard meals

established jointly by the Beijing Municipal Government, BOCOG's Security Command Centre and major venue teams, began operation in March 2008 to oversee food safety, issue hazard warnings and coordinate emergency operations.

Focus of Games-time Catering

During the Games, the Olympic Village, Media Villages, the MPC and the IBC became the focal points of catering service.

Major dining places in these venues were open around the clock, offering a variety of cuisine in Caribbean, Mediterranean and Asian styles. Local delicacies from different countries and regions were available at snack bars. There were also pubs, tea houses, cafes, free-drink-and-snack zones and vending machines.

Menus were prepared in reference to those of the previous Games and suggestions were solicited from the IOC, the IFs and representatives of client groups. Factors such as calorie intake, nutrition, taste and compliance with athletes' religious beliefs were taken into consideration.

Chinese culture was also integrated. Approved by the IOC, food served during the Games was both Chinese and Western in style, accounting for 70 per cent and 30 per cent respectively. Menus varied over a cycle of eight days.

Catering Service at Competition Venues

Lounges were set up at the venues for Olympic Family members and IFs officials, where drinks and snacks were available. A variety of buffets were served at every event for Olympic Family members, heads of state and other distinguished guests.

During the Games, catering buses served staff and volunteers twice a day. A catering bus was able to

provide standard meals for 2,000 people at one time. The menu also changed on an eight-day rotation basis.

The 31 venues in Beijing had 1,100 catering booths to provide spectators with reasonably priced drinks and snacks. They usually opened one hour before an event and did not close until the end of the event.

11.3.4 Anti-terrorist Food Safety Operations

Great importance was attached to the inspection of food and water for toxic chemicals or lethal biochemical substances.

Information about some 1,000 biochemical, chemical and radioactive substances was collected to update the database for food safety emergency operations.

Electronic monitoring devices were installed in the Olympic catering logistics centre, as well as kitchens, dining places and catering booths. Water quality alarm devices were also installed in water pump houses in the Olympic Village and the Media Villages.

Between August 7 and 21, 2008, food safety authorities conducted inspections on foods and drinks served in the Olympic Village, Media Villages, the MPC, the IBC and other venues. All 1,617,000 samples tested safe for consumption.

BOCOG and government departments made emergency action plans to prevent food-related terrorist attacks. Should a food safety emergency incident arise, the damage and effect of and possible solutions to the hazard would be assessed, with the public informed. Within 24 hours, the authorities concerned would respond accordingly: sending first aid staff, consulting experts, conducting field investigations, organising press release and mobilising resources for dealing with the crisis.

11.4 Medical Care



Operations concerning medical care prior to and during the Beijing Olympic Games was undertaken by the Medical Service Division of the BOCOG Games Services Department.

In preparing for the Games, the Division took the following major responsibilities:

- Formulating an overall strategic plan and action plan for Beijing Olympic medical service
- Preparing for a Games-time medical operation mechanism which involved venue medical service stations, first aid centres and Olympic designated hospitals
- Compiling the *Guide to Medical Service for the Beijing Olympic and Paralympic Games*, the *Beijing Olympic and Paralympic Games Pharmaceutical Guide* and other medical publications for medical volunteers and NOC delegations
- Organising training for venue medical teams

During the Games, the Medical Service Division worked directly under the MOC, coordinating and supervising the following operations:

- Monitoring venue sanitation environment, athletes' nutrition and doping control
- Organising first aid and regular medical operations
- Assisting the IOC Medical Commission in organising conferences or observation programmes for medical service.

Games-time medical service involved over 100 paid medical staff (evolving from a group of three when the Division was first established in 2003) and some 5,000 medical volunteers.

11.4.1 Preparations

BOCOG made sound Games-time medical preparation in terms of personnel and medical supplies.

Personnel

BOCOG signed cooperation agreements with the Beijing Municipal Health Bureau and the Beijing Emergency Medical Centre (Beijing 120) to mobilise staff and pool medical resources. The Polyclinic was established in the Olympic Village and multiple venue

medical care teams were organised.

Dental practitioners were recruited who were to serve 10 per cent of the athletes during Games time.

BOCOG and the Red Cross Society of China jointly offered primary health care and first aid training for over 200,000 volunteers.

In cooperation with the China Disabled Persons' Federation, BOCOG selected masseurs with visual impairments to join athletes' physical therapy groups.

To test the effectiveness of the Games-time Medical Emergency Network, several simulated drills were held.

90 days before the opening of the Games, venue medical service managers (BOCOG paid staff selected from among executives of designated Olympic hospitals) took office. Accreditation of medical staff and on-the-job training were completed.

60 days before the opening of the Games, all medical staff were in place. The designated Olympic hospitals were wired through an information platform.

With only 15 days left before the commencement of the Games, medical staff as well as pharmaceuticals and equipment, information platform and the command system, were all set for the Games-time mode.

Medical Supplies

BOCOG worked with the Beijing Blood Centre to guarantee blood supply during the Olympic Games. A 100,000-member volunteer corps was ready to donate blood when necessary. As the Rh-negative blood type is typical among international athletes, the Beijing Blood Centre launched an initiative, which gained support from citizens of Beijing and people from other provinces, autonomous regions and municipalities.

Pharmaceuticals and medical equipment needed for the Games came from Beijing 2008 Partners and Sponsors, leasing services of designated Olympic hospitals, other sources of donation and BOCOG purchases.

The Beijing Drug Administration was designated to

take charge of the preparation for and supervision of pharmaceuticals and medical equipment, and coordinate emergency operations for public health care service during the Games.

BOCOG established a special pharmaceutical depository for Olympic athletes and selected Beijing Pharmaceutical Co., Ltd as the exclusive distributor.

In line with the *Beijing 2008 Olympic Games Pharmaceutical Guide*, the drug inventory was prepared before March 15, 2008. A digital management system was adopted for the inventory. Additional pharmaceutical supplies for public health care emergencies were also prepared.

Starting from June 2008, the distributor undertook the job of supplying pharmaceuticals for venue medical service stations, emergency vehicles, designated Olympic hospitals and the Polyclinic.

The distributor would also take charge of surplus pharmaceutical sales, if any, when the Games ended, in order to help reduce BOCOG's expenditure loss in this respect.

To prevent athletes from testing positive due to involuntary drug intake, pharmaceuticals containing anabolic agents or peptide hormones were removed from all drug stores in Beijing and the Co-host Cities during Games time. Pharmaceutical manufacturers were required to label products containing other stimulants with the warning "Caution athletes".

11.4.2 Games-time Emergency Network

Games-time emergency operations were carried out by designated Olympic hospitals, medical service stations and the Polyclinic in the Olympic Village.

23 medical institutions in Beijing became designated Olympic hospitals, three of which would receive athletes, Olympic officials and distinguished guests, and media staff.

The 156 medical service stations were located at the venues. With medical equipment, the pharmaceutical supplies and staff selected from designated Olympic hospitals, they offered on-the-spot treatments to



The Olympic Village Polyclinic

patients and transferred those who needed follow-up treatment to the Polyclinic or designated Olympic hospitals. Ticket-holding spectators for the day were also entitled to on-the-spot treatment or transfer service.

The Polyclinic, covering a floor space of 3,100 square metres, could receive 700 to 800 patients at the same time. The 548 medical staff came from designated Olympic hospitals and they provided medical service pertaining to more than 50 different clinical departments. With advanced medical equipment, the medical staff were able to conduct online diagnosis in collaboration with experts based in Hong Kong or even in other countries and regions.

The Polyclinic offered traditional Chinese sports medicine training for medical staff from NOC delegations. Treatments such as acupuncture, moxibustion and massage were also available.

Chinese and English were the working languages in the Polyclinic, and language service in French, Spanish, Arabic, Russian and German were provided when necessary.

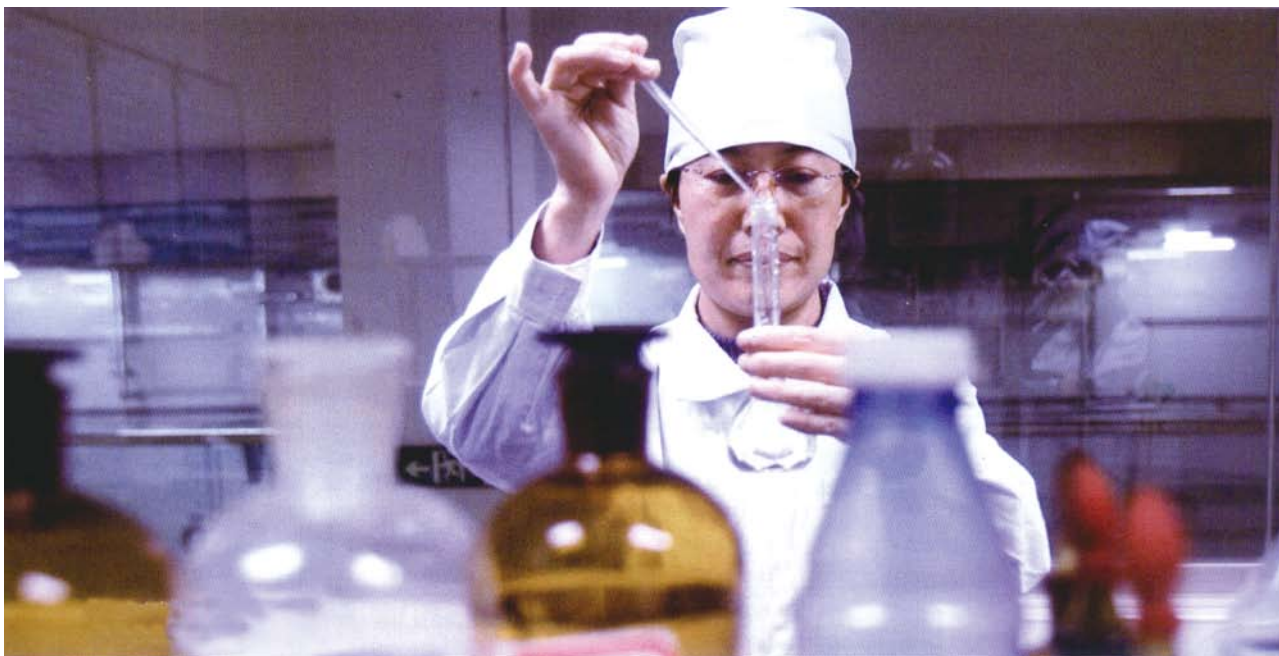
191 emergency ambulances, mostly from the Beijing Emergency Medical Centre, were available outside Olympic venues in Beijing for transfer service.

During Games time, some 5,000 medical volunteers would assist the 100-some Medical Service Division staff in medical operations.

These volunteers, with the help of professionals from designated Olympic hospitals, would provide medical services when venues were open and undertake the job of transferring those who needed further treatment to venue medical service stations.

Designated Olympic hospitals, venue medical service stations, the Polyclinic, emergency vehicles, medical staff and volunteers were combined to form an efficient Games-time emergency medical care network.

For instance, at the Opening and Closing Ceremonies of the Beijing Olympic Games, there were 160,000 people in the National Stadium (91,000 spectators, plus athletes, working staff and performers). A medical service scheme was devised, covering the athlete



Food safety examination

stands, spectator stands, VIP stands, media stands and warm-up areas. In addition, 600 medical volunteers and 45 emergency vehicles were ready for unexpected incidents. Given the extremely hot weather, medical volunteers specialising in surgery, gastroenterology, and cardiology were ready to offer medical service.

11.4.3 Venue Sanitation Control

Venue sanitation control constituted another important aspect of Games-time medical operations.

BOCOG launched the project of Identification of Olympic Games-time Public Sanitation Risks, which focused on food and drinking water quality, control of acute and infectious diseases and public sanitation.

BOCOG undertook the job of monitoring venue sanitation, while relevant government authorities took care of sanitation issues outside the venues. Three remote monitoring systems were put in place for real-time catering, drinking water and indoor air quality control.

The venue medical service managers would keep an eye on sanitation in addition to supervising medical care operations, with some 400 staff assisting in these tasks.

Food-borne Hazards

Starting in 2006, Beijing and the Co-host Cities intensified bacteria inspection and control in the catering industry, and set up a dynamic database to monitor food-borne bacterial pollutants.

The Beijing Centre for Disease Prevention and Control even established the Database for Toxic Symptoms and the Database for Organic Mass Spectrometry on Common Toxins to help prevent food poisoning and food-related terrorist attacks.

Drinking Water

Since 2006, the Beijing Centre for Disease Prevention and Control conducted thorough inspections on drinking water resources for Olympic venues, contracted hotels and their surrounding areas.

Inspection was also carried out on water resources in tourist resorts and other areas guests to Beijing might frequent. Drinking water in the inspected areas all proved safe and lived up to the standards required by the World Health Organisation (WHO).

Contagious Diseases

BOCOG worked with China Customs to monitor

contagious diseases.

The Ministry of Health of the People's Republic of China issued prevention manuals and clinic treatment plans concerning six contagious diseases including Ebola hemorrhagic fever, enzootic hepatitis, West Nile fever, Marburg hemorrhagic fever, yellow fever and Lassa fever. It also collected information about severe contagious diseases through a reporting network involving government authorities at all levels.

Beijing Municipality and the surrounding provinces, autonomous regions and municipalities jointly established a comprehensive prevention and control mechanism to keep Beijing from being affected by public health crises in those areas.

During the Olympic Games, a medical statistic system was put in place to detect incidence of contagious diseases in the capital.

Smoke-free Games

"Smoke-free Olympics" constituted an important factor of "Green Olympics".

In May 2008, Beijing Municipality began to implement the amendment of *Regulations on the Scope of Non-smoking Public Places in Beijing*, which was originally put into effect in 1996.

The new regulations stipulated that smoking be banned

in public places such as restaurants, gymnasiums, hotels and government offices, in the hope of staging "a Smoke-free Beijing Olympic Games".

In cooperation with the WHO, BOCOG set aside 4,000 "smoke-free zones" and put up 3,000 posters in all Olympic venues. The smoke-free initiative was even extended to vehicles serving the Games.

Cigarette sales were also prohibited in all competition and training venues.

Public Medical Emergencies

BOCOG collected information on the public medical emergencies in Beijing and the Co-host Cities in the past to target public health hazards that might affect the Olympic Games. Plans were made for handling possible SARS and avian flu pandemics, as well as for unexpected crises of bio-terrorist attacks and nuclear radiation pollution.

To ensure well-being of domestic and international visitors, the Beijing Municipal Government and district authorities organised 40 emergency brigades and equipped them with ambulances and other necessary emergency kits.

Between July 20 and September 20, 2008, these brigades were on duty around the clock to respond to any public health emergency.



11.5 Doping Control

As one of the most important Games-specific services, doping control during the Beijing Olympic Games was aimed at conducting effective and efficient tests to single out athletes who had violated regulations and to make sure disciplinary action was carried out, so as to make the Games in Beijing one of the cleanest in Olympic history.

11.5.1 Undertakers of Doping Tests

The Anti-doping Division of the BOCOG Games Services Department was in charge of doping control.

The division strengthened pre-Games and Games-time anti-doping publicity through a series of anti-doping themed exhibitions in Beijing and the Co-host Cities.

The doping test procedures, formulated in line with the IOC's *Anti-doping Rules Applicable to the Games of the XXIX Olympiad in Beijing in 2008*, *World Anti-doping Code* and *International Standards for Testing*, were up to the standards of the ISO 9001:2000

Quality Management System.

Approved by the World Anti-doping Agency (WADA), the Beijing Olympic Anti-doping Laboratory (OAL) undertook 4,500 stimulant tests (the number of the Athens Olympic Games being 3,600), some 800 Erythropoietin (EPO) urine analyses and 900 blood tests.

34 doping control stations were established at competition venues in Beijing and seven at those in the Co-host Cities.

In order to expediently test athletes, each station had at least two sampling booths, and the station in the Olympic Village had eight. It was also the first time in the Olympic Games history that both urine and blood samplings were done at venue doping control stations.

Sampling staff familiarised the athletes with doping test procedures through videos and hand-outs. They conducted anti-doping publicity to advocate "honesty and fair play". Staff members in the stations were all able to communicate with the athletes in English. Additional

language service was available when necessary.

Some athletes filed applications to the IOC for Therapeutic Use Exemption (TUE), and their cases were assigned to designated Olympic hospitals.

917 staff members worked in the doping control stations as doping control managers, doping control officers, coordinators or attendants. Some of them were international experts or volunteers. All of the officers were doctors by trade.

11.5.2 Major Operational Procedures

Anti-doping operations started on July 27, 2008, with the opening of the Beijing Olympic Village, and ended on August 24 when the Games was over.

Sampling

The operations included pre-Games testing and Games-time testing.

Pre-Games tests were conducted by the working team composed of officials from the IOC, WADA and

BOCOG. BOCOG officials took charge of anti-doping tests at competition venues while WADA, on behalf of the IOC, undertook tests at non-Olympic venues as well as tests outside China. Sampling was arranged either according to the athletes' world ranking in individual sport or by random or targeted selections.

Authorised by the IOC, BOCOG undertook all Games-time testing. Athletes were selected according to the *Anti-doping Test Agreement for the Beijing 2008 Olympic Games*, signed in May 2008 after 15 months of negotiations between BOCOG and the 28 IFs.

Surveillance

The new 5,500-square-metre OAL was under close surveillance.

To guarantee absolute accuracy and security, all urine and blood samples transferred from the venues to the OAL were escorted by armed security staff.

Testing

BOCOG conducted standard doping tests on all samples collected between July 27 and August 24, 2008.



A staff member works in the Olympic Anti-doping Laboratory (OAL)

In order to complete the 4,500 tests within one month, the OAL operated 24 hours a day. The 145 staff members (including eight WADA experts and 10 international professional volunteers) were responsible for analysing up to 280 samples per day.

Within 24 hours negative results were announced, and positive results were confirmed within 48 hours. Hematopoietic test results came out within 72 hours.

The director of the OAL submitted test results directly to the Chairman of the IOC Medical Commission via confidential reports. The results were later made available to the head of the independent observation group.

Approved by WADA, the OAL also intensified, hematopoietic hormone and human growth hormone tests, which yielded more reliable results.

At the Hong Kong equestrian venues, doping tests were extended to horses participating in the events. Authorised by the IOC and BOCOG, the Hong Kong Jockey Club Lab undertook blood tests for horses.

Blood samples of athletes in Hong Kong equestrian events as well as samples collected from other Co-host Cities, were all sent back to the OAL in Beijing for testing.



11.6 Language



Language service during the Olympic Games involved English and French, the IOC's official working languages, and Chinese, the language of the Host Country as well as other languages of Olympic Family members.

11.6.1 Language Service Corps

The Language Service Division of the BOCOG Games Services Department formed a proficient corps to minimise the impact of the vast difference between Chinese and other languages.

Professionals

The language service corps was mainly composed of professional translators and interpreters.

The 97 professional translators stationed at the MPC worked around the clock in three shifts, each lasting eight hours, on news releases and athletes' résumés, among other tasks.

During the Games, 11 translators also worked in the Multilingual

Service Centre, two of whom were international experts. They covered shifts around the clock for additional translation tasks.

The 112 chief interpreters were internationally recruited. Familiar with the operations of large-scale sports events and experienced in interpretation practice, they usually worked at press conferences following sports competitions.

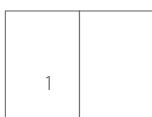
Another 77 interpreters, recruited in China, worked at other conferences and ceremonies, or accompanied distinguished guests to the Games.

Volunteers

Some 1,000 students majoring in an international language worked at the competition and non-competition venues.

Another 4,000 volunteers were recruited from colleges, universities or the public to provide language service for spectators. 700 of them also accompanied guests from the Olympic Family.

260 college students majoring in language worked with 25 staff



1. The Beijing Olympic Call Centre

members at the Multilingual Switchboard, which dealt with 44 international languages. They helped venue language service managers to address language-related issues. The switchboard also arranged translation or interpretation service for clients.

Staff Training

A number of renowned institutes became BOCOG contracted language training providers to offer programmes for referees, translators, interpreters, staff and volunteers.

To improve language service, BOCOG also signed agreements with governments of several countries, including France and Cuba, to jointly offer training programmes. Language service volunteers from China had the chance to train in these countries and international volunteers would receive internships with BOCOG.

11.6.2 Language Service Operations

When BOCOG was first established, language service was usually outsourced to the contracted providers.

In July 2006, the Language Service Division became the major undertaker of translation and interpretation projects.

Serving BOCOG

During the pre-Games stage, the Language Service Division's major task was translation of official publications and documents from past Olympic Games

into Chinese, which would then be used as reference by BOCOG in preparing for the Games in Beijing. The Division also translated documents and BOCOG official publications into multiple international languages. In addition, the Division provided translation and interpretation service for conferences between BOCOG, the IOC, the IPC and the IFs.

Serving the Olympic Family

As the Games drew near, correspondence between BOCOG, the IOC and Olympic Family members occurred more often.

In 2006, the Language Service Division completed translation projects totalling two million words, and in 2007 and 2008, the numbers soared to 20 million and 35 million respectively.

Starting from April 2008, the Division operated in the Games-time mode, with staff working two shifts (eight hours each). Between July 25, 2008 and the end of the Games, round-the-clock service with three shifts were provided.

During the Games, interpreters from the Language Service Division worked for over 1,000 conferences and some 5,000 occasions at Olympic venues after the competition events.

The translators, on the other hand, worked on the drafting of speeches, reports and correspondence between BOCOG and the IOC, and provided translation support for the Olympic News Service for Beijing 2008 (INFO2008). Their work amounted to 30 million words in total.



A volunteer helps a child



11.7 Spectators

During the early preparation stage, BOCOG defined “spectator satisfaction” as a working goal, and it worked hard to present an extraordinary and memorable Olympic experience for the seven million spectators.

11.7.1 Pre-Games Preparation

Starting in 2004, BOCOG engaged professional agencies to conduct surveys at home and abroad on spectator demographics as well as their expectations and service demands.

Based on the information collected and resources at hand, the Games Services Department and other departments completed the *Spectator Service Strategic Plan* in 2004 and the *Concept of Spectator Service Operations* in 2005.

In April 2005, the Spectator Service Division was established to implement the planned operations. It laid its focus on spectator information, venue service and Games-watching support.

Upon establishment, the Division

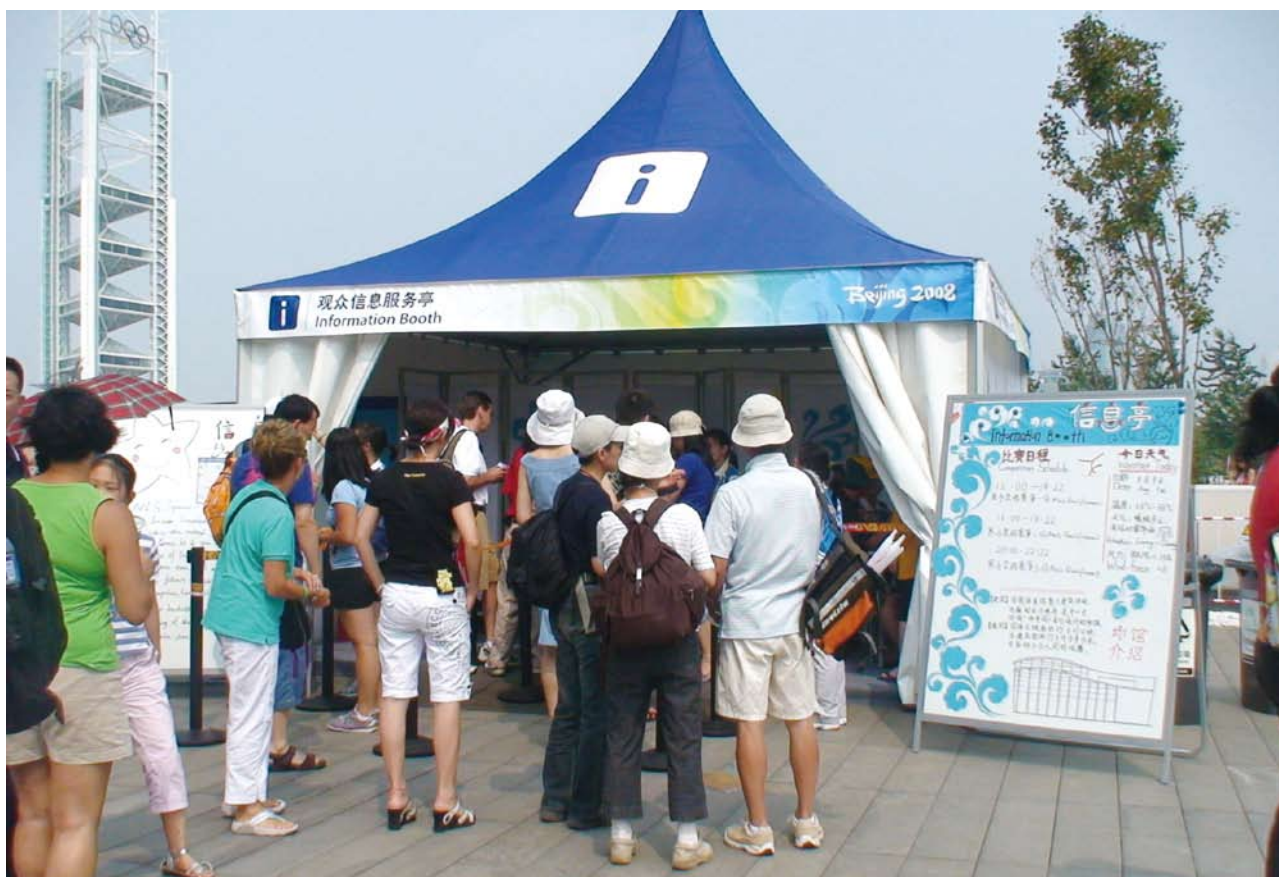
had only three paid staff members, and later the number increased to over 50. During Games time, the number of paid staff reached 175.

During the Games, some 20,000 volunteers worked hard on spectator service at all Olympics-related venues and facilities. BOCOG attached great importance to social and psychological factors in defining volunteers’ job specifications, in the hope of reducing volunteers’ pressure and extending to them greater support.

11.7.2 Spectator Information

BOCOG devised a comprehensive information service mechanism with well-coordinated database and effective publicity channels.

International visitors were to be greeted at the five information booths at the Beijing Capital International Airport where face-to-face information consultation service and the *Official Spectator Guide* were available. Visitors would immediately feel the hospitality of the Host City.



An information booth at the the Olympic Green Common Domain

BOCOG put up 62 information booths at competition venues as well as the Olympic Green Common Domain. Each booth was equipped with computer devices and staffed by two to three Games-time volunteers who spoke an international language. The volunteers conducted information consultation, distributed pamphlets and handled spectators' complaints.

In cooperation with the Beijing Tourism Bureau and the Youth League and co-sponsored by China Mobile and Visa International, BOCOG established 550 city information booths (stations) in public places, transit hubs, busy streets, tourist resorts and areas surrounding the venues.

On July 1, 2008, 400,000 city volunteers began offering services such as information consultation, first aid and language assistance.

The Co-host Cities mirrored Beijing's incentives in offering booth-based information services.

Between July 1 and September 25, 2008, the Olympic Call Centre was in operation. Over 1,400 volunteers from 27 countries and regions answered phone calls 15 hours a day.

Volunteers provided interpretation service in 14 international languages and in a number of Chinese dialects such as Cantonese and Amoy, and assisted in venue volunteer service in 35 international languages.

The Spectator Information Inquiry System connected venue information booths, the reception centre at the Beijing Capital International Airport, the Olympic Call Centre and city information booths. It contained information on sports competitions in 12 languages. During Games time, information was constantly updated to ensure consistency.

When buying their tickets, spectators would get a free copy of the *Official Spectator Guide*, which contained information concerning the location and layout of the venues, transportation, competition schedules and accessible facilities. Spectators could also log

onto BOCOG's official website to download electronic versions of the *Guide* in 12 languages. Similar publications included the *Spectator Information Card* and the *Venue Information Leaflet*.

Olympics-related information was also available through newspapers, on TV and radio, and via the Internet.

11.7.3 Venue Service

Stationed at each venue was a volunteer team from a particular college or university. The spectator service managers of each venue also came from their respective universities.

A competition venue was usually divided into the Front of House (accessible to spectators) and the Back of House (accessible only to accredited members).

Volunteers in the Front of House helped with security screening, ticket checking, entry & exit guidance, spectator clearance, wheelchair operation, information

consultancy, distribution of Games-watching materials, mascot shows, broadcast, entry & exit of non-VIP clients and spectator complaints.

Volunteers in the Back of House assisted in staff accreditation checking.

11.7.4 Games-watching

Spectator enthusiasm influenced venue ambience and athletes' performance.

Prior to the Games, BOCOG service sectors distributed publicity materials about Olympic sports, and introduced competition rules and venue proprieties to spectators.

Games-watching materials were a highlight of the Beijing Olympic Games. The Spectator Service Division and Olympic licensed enterprises jointly developed a series of products such as flags and banners with Olympic symbols, drums and thunder sticks and face stickers, among other items.

To ensure the supply of these materials at the venues, the Spectator Service Division started making plans in 2006. The 20,000 volunteers engaged in venue spectator service were all involved in distributing the Games-watching materials to the seven million spectators throughout the Games.

200,000 cheerleading volunteers were recruited and received training prior to the Games on special features of every sport as well as efficient communication with spectators.

During the Games, each competition session engaged more than 100 cheerleading volunteers, who either performed on the field of play or interacted with spectators at the stands.

The spectator service teams were also responsible for organising mascot shows, usually held at the entrance of security inspection buffer zones, ticket checking zones or public domains. Such performances were helpful in maintaining order, creating positive ambience and boosting spectator enthusiasm.



Volunteers interact with the spectators during Games time



The mascot show

Summary

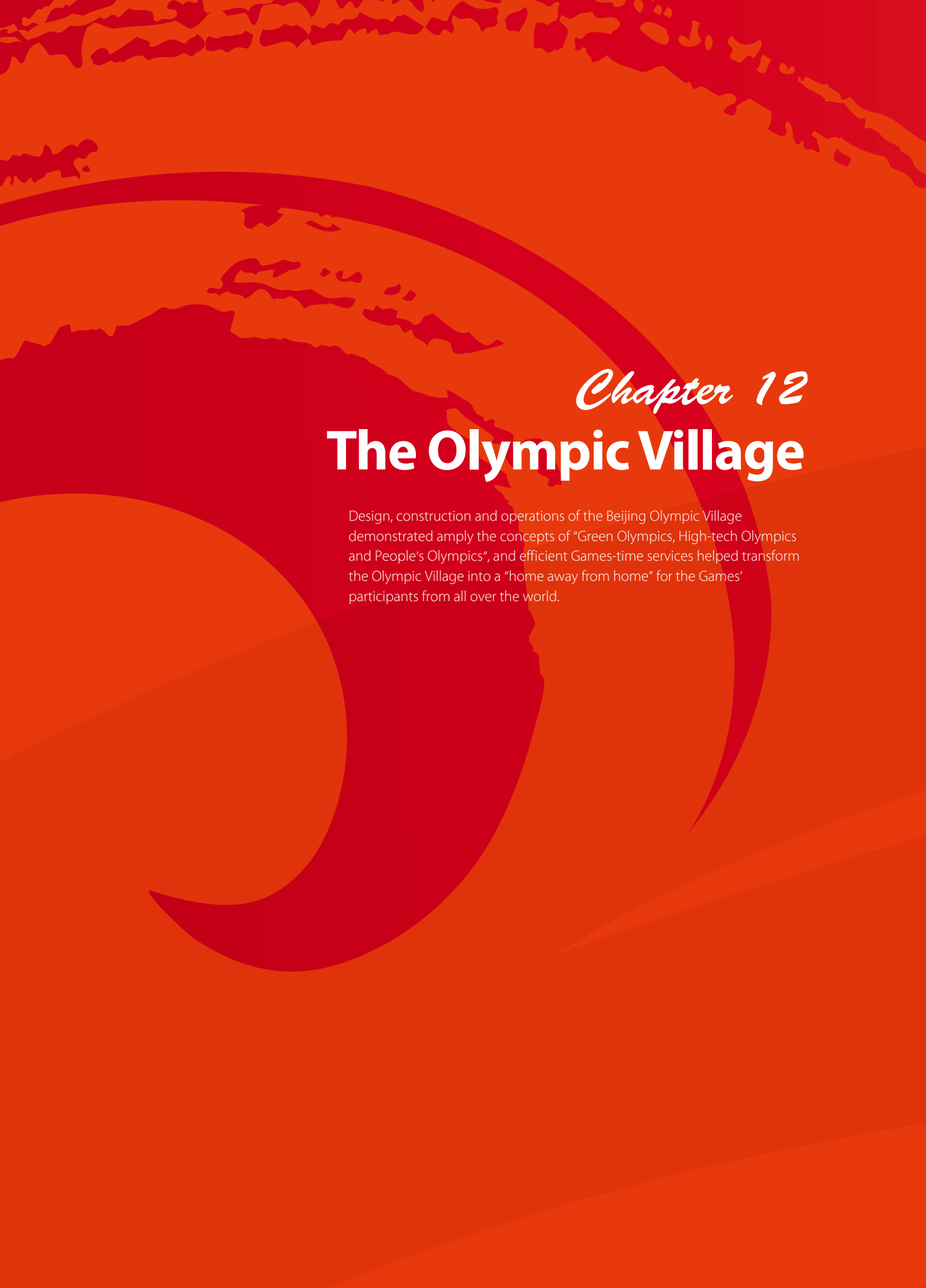
In the seven years of preparation for the Games, professionals and volunteers from home and abroad, with their knowledge, skills and a strong sense of dedication, helped ensure quality service for the Olympic Games in Beijing.

Through institutional improvement, conceptual innovation and resource integration, a complete city service mechanism has taken shape, focusing particularly on accommodation, catering and food

safety, medical care and language service.

In guaranteeing Games-time services, various sectors cooperated with each other to define service concepts, standards and contents. Knowledge gained by successfully delivering these services has resulted in the implementation of a series of international-standard policies and practices which are continuing to benefit Beijing and China.





Chapter 12

The Olympic Village

Design, construction and operations of the Beijing Olympic Village demonstrated amply the concepts of “Green Olympics, High-tech Olympics and People’s Olympics”, and efficient Games-time services helped transform the Olympic Village into a “home away from home” for the Games’ participants from all over the world.



12.1 Overview



The Olympic Village for the Games in 2008 consisted of the Beijing Olympic Village, the Qingdao Olympic Village, the Hong Kong Olympic Village and the Hong Kong Grooms Village.

The Beijing Olympic Village hosted events such as the NOC delegation registration meetings, team welcome ceremonies, Chefs de Mission meetings and other cultural activities for the athletes.

The newly-built Qingdao Olympic Village, located in the Olympic Sailing Centre, was only about a 10-minute walk from the competition site. It accommodated all the athletes and officials participating in the sailing events.

The Hong Kong Olympic Village, which was based in the four-star Royal Park Hotel, was two kilometres away from the Hong Kong Olympic Equestrian Venue (Sha Tin), and 15 kilometres away from the Hong Kong Olympic Equestrian Venue (Beas River). It was home for all athletes and officials taking part in the equestrian events. The grooms were accommodated in the separate Hong Kong Grooms

Village.

This chapter focuses on the construction, operations and services of the Beijing Olympic Village, as it was the epitome of the overall Olympic Village for the Games in 2008.

12.1.1 Layout

The Beijing Olympic Village included an Athlete's Village designed to accommodate 16,000 athletes and NOC delegation officials, two Media Villages for 7,000 media staff, and two hotels for some 800 additional officials during Games time.

The Athlete's Village was located at the northern end of Beijing's city axis. It covered an area of 660,000 square metres in the southeast portion of the Olympic Green, bordering the Olympic Forest Park to its north and the main competition venues to its south.

After the Games, the northern part of the Village would be incorporated into the Olympic Forest Park to form a new forest park, in which the Flag Mall, the Peace Square and

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1. Beijing Olympic Village

2. Hong Kong Olympic Village

the Peace and Friendship Wall would become Beijing Olympic heritage sites open to visitors. The apartment buildings, as well as the supporting facilities, would be converted into commercial dwellings, available for buyers at the end of 2009.

The two Media Villages were the Green Homeland Media Village and the Huiyuan Apartments Media Village. The Green Homeland Media Village was six kilometres, or a five to 10-minute drive, from the International Broadcast Centre (IBC) and the Main Press Centre (MPC). The Huiyuan Apartments Media Village was 500 metres from the National Indoor Stadium and only 100 metres away from the IBC and the MPC.

The two hotels housing additional officials during Games time were the three-star Beijing Tarim Petroleum Hotel and Shengli Hotel Beijing, both within a 20-minute walk, or a 10-minute drive, from the Olympic Village.

The Beijing Olympic Village started trial operations on July 20, 2008, and opened officially on July 27. Until its close at noon on August 27, the Village had operated for a total of 39 days.

It then started trial operations as the Beijing Paralympic Village on August 28 and opened officially on August 30. The working staff took only 26 hours to complete the transition from the Olympic to the Paralympic operation mode.

12.1.2 The Athlete's Village

The Athlete's Village was a new construction project, designed for accommodating residents in its southern section and offering activities in its northern section. It was divided into three distinctively marked-off areas: the Operational Zone, the Olympic Village Plaza and the Residential Zone. Accreditation check points were set up between the three areas to ensure security.

The Operational Zone had in it the welcome centre, internal shuttle bus stations, logistics centre, laundries and parking lots. It provided supporting services to ensure smooth operations of the Athlete's Village.

The Olympic Village Plaza included the Mayor's Court, the Flag Mall, and facilities for protocol services, cultural events and commercial services. Activities such as team welcome ceremonies and other reception arrangements were usually held here.

The Flag Mall was the most eye-catching place in the Athlete's Village during Games time, as it was not only the square for flag raising ceremonies to mark the official entry of NOC delegations, but also the centre stage for art performances and cultural events.

The Residential Zone accommodated athletes and NOC delegation officials from all over the world, giving them a place to enjoy their leisure time. The 42 buildings for the athletes, covering a floor space





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1. Qingdao Olympic Village
2. Hong Kong Olympic Village

of 524,000 square metres and featuring quintessential Chinese architectural design, provided three types of accommodation: two-bedroom suite for three residents, three or four-bedroom suite for six residents, or five-bedroom suite for eight residents. Each suite had a shared sitting room.

In the Residential Zone were service establishments including resident service centres, the Polyclinic, the main dining hall, the recreational centre, the sports complex and the religious service centre.

The 12 resident service centres, three of which were super resident centres, were arranged among the apartment blocks, with their reception desks and lounges open around the clock during Games time.

The sports complex incorporated gym, swimming pool, tennis court, basketball court, volleyball court and jogging track. The gym was equipped with shower room, sauna and massage room.

The 1,000-odd-square-metre recreational centre offered games such as billiards, air hockey, shuffleboard and foosball, where athletes were able to enjoy themselves in their spare time. They would also have fun in the Olympic Village club.

In the Athlete's Village were four cyber cafés, and the biggest one was equipped with 72 desktops. The Qingdao Olympic Village and the Hong Kong Olympic Village each had a cyber café for the athletes.

In addition to the main dining hall, there was a casual dining hall where a variety of local snacks were served for free.

At the religious service centre, full-time clergymen and volunteers helped with religious services. The centre had separate rooms for Buddhists, Christians, Hindus, Muslims and Jews. There were also two rooms for meditation. During Games time, the centre received 2,192 athletes and NOC delegation officials from 104 countries and regions.

12.1.3 "Green Project"

Construction of the Beijing Olympic Village started on June 26, 2005 and was completed on March 5, 2008. The design of the Village featured a harmonious unity of architecture, environment and culture.

In line with the requirements set in BOCOG's *Environment Guideline for the Olympic Project*, new technologies and materials were adopted, which made the Beijing Olympic Village a truly "green project".

With lawns and artificial landscape image projects, the green coverage rate of the Beijing Olympic Village reached 53 per cent. Permeable bricks were used in paving the ground to form a rainwater recovery system. Micro-irrigation technology was applied in watering the green space in the Village.

Also noteworthy was a biological sewage treatment system combined with greenhouse structures, in which sewage water was treated by the plants through bio-decomposition before it could be reused. This natural self-purification system, with a capacity of 300 tons per day, ensured water supply for the waterscape projects in the Village.

The heat exchange system installed in the Beijing Olympic Village was the largest project of its kind in China, through which the Village was projected to draw 7.89 million kilowatt-hours of renewable energy from the sun and recycled water during Games time. After the Games, the system would continue to gather 67 million kilowatt-hours of energy per year.

The system tapped energy from Qinghe Sewage Treatment Plant and upgraded it through heat pump devices for winter heating and summer cooling purposes. The technology helped save energy by over 40 per cent compared with ordinary air-conditioning systems. As the cooling devices were placed outside the Village, noise and smoke emissions would be kept outside. Even during the summer, the thermal

conductance effect, evident in most of the large building clusters, would be eliminated.

In the Village, solar energy collecting tubes covering an area of 6,000 square metres were installed on rooftop gardens. The system was able to meet bath water demands of 16,000 users during Games time and some 2,000 households after the Games. The project would save electricity by five million kilowatt-hours a year.

Over 20 new technologies were adopted to improve low energy consumption features of the Village buildings, including solar heating, solar hot water, solar thermoelectric cogeneration, optical pipes, LED and other “green” lighting technologies, and double-layer hollow LOW-E glass for the exterior windows. With these technical devices, the buildings in the Village use only 3.3 per cent of the energy consumed in conventional constructions and save energy by 147,000 kilowatt-hours annually.

In addition, environmentally-friendly materials, including paint, were applied to guarantee a fine indoor environment.



Flag Mall of the Beijing Olympic Village

12.2 The Olympic Village Team



Operations of the Olympic Village required an effective mechanism and a competent venue team.

12.2.1 Operational Mode

In November 2006, BOCOG turned the Olympic Village Division under the Venue Management Department into an independent Olympic Village Department.

The Olympic Village Department then updated its Games-time action plans regarding housing allotment, reception, landscaping, commerce, logistics, recreation and cultural activities. Moreover, it worked in close cooperation with relevant government sectors, BOCOG departments, venue owners, sponsors and contractors, to specify their responsibilities.

On January 10, 2008, the operation team for the Beijing Olympic Village was formed. BOCOG Vice-president Chen Zhili was appointed Village Mayor and leading officials from the Beijing Municipal Government, the General Administration of Sport of China and the China Disabled Persons' Federation served as Vice

Village Mayors.

The Olympic Village team, as well as its operational mechanism, provided an institutional guarantee for Games-time operations and services.

12.2.2 Team Staff

The operation team was headed by Du Deyin, Vice Executive Mayor of the Olympic Village. The 11 deputy managers took charge of accommodation, catering, security, transportation, external liaison, media, services, logistics, property management and the two Media Villages.

The deputy managers were put in charge of specific work teams, who would select and appoint staff members. Capable personnel were transferred from government departments and related institutions. In a very short period of time, a professional and dedicated operation team was established.

Up to the commencement of the Games, the Olympic Village team had already had more than 27,500



Oath taking ceremony of the Olympic Village staffs

staff members, including 1,020 paid staff, some 5,000 volunteers, and over 21,000 staff from contractors.

12.2.3 Operations

Efforts made in the operations of the Beijing Olympic Village were seen in the following aspects:

Priorities in Games Preparation

The Beijing Olympic Village team was in place six

months before the opening of the Games, and priorities were given to the following issues:

- Venue construction
- Material move-in
- Staffing
- Installation of temporary facilities
- Full-load test operations
- Routine Games-time operations
- Transition from the Olympic to the Paralympic Games

Major Milestones

January 31, 2008	Completion of <i>Olympic (Paralympic) Village Operations Plan (2nd Edition)</i>
March 18, 2008	Commencement of material move-in
March 18, 2008	Venue managers and managers of the functional areas in place
April 8, 2008	Completion of construction and installation of large-scale temporary facilities
May 18, 2008	Handover of the Beijing Olympic Village to BOCOG
June 28, 2008	Completion of construction and installation of all temporary facilities
July 1, 2008	All facilities, equipment, signs and signaling systems in place
July 2, 2008	Completion of specific test operations
July 4, 2008	Completion of integrated test operations
July 7, 2008	Completion of <i>Olympic (Paralympic) Village Operations Plan (3rd Edition)</i>
July 8, 2008	Security lock-down
July 17, 2008	Completion of image and identity projects
July 18, 2008	All team staff members in place

Test Operations

The Beijing Olympic Village team carried out a number of specific and integrated tests. Specific test operations were targeted at engineering, technology, security, transport, commercial service, recreational facilities, dining places, logistics, etc. Integrated tests were focused on aspects such as transportation for the Opening and Closing Ceremonies, arrival & departure, Guest Pass Centre, Media Villages, welcome ceremonies and accommodation.

From July 3 to 4, 2008, the team engaged in a full-scale simulated test. Some 2,000 staff members acted as Village residents. They used the facilities and assessed the services, during which flaws were discovered and improvements were duly made.

The simulated test effectively streamlined the workflow and enhanced the team's responsiveness and overall competence.

The functional areas also staged hundreds of simulated tests and exercises. The security sector alone conducted 314 tests and exercises on 74 operations. Some functional areas even combined regular drills and emergency exercises to improve efficiency.

Games-time Command

The Beijing Olympic Village team set up a Games-time Command Centre, which organised regular team meetings for managers and deputy managers of the team and the functional areas to make decisions on important issues, review daily operation memos, and report to the Village Mayor issues arising in security, services, etc.

A video conference system connected the Olympic Village command centre to the Main Operation Centre (MOC) to effectively assist in Games-time operations.



Main dining hall in the Beijing Olympic Village

12.3 Games-time Service



In the 39 days starting from July 27, 2008, the Olympic Village team rendered first-rate service for all the NOC delegations to Beijing.

Protocol

During the Games, the Olympic Village received 90 VIP groups as well as other guests and media staff members from all over the world. On these occasions, some 90 volunteers would provide interpreting service in 28 international languages. The volunteers had received specialised training and, therefore, were familiar with the operations of the Olympic Village and details of protocol service, which made their work efficient and effective.

The team welcome ceremony is one of the most important occasions that marks the official entry of NOC delegations. During the Beijing Olympic and Paralympic Games, 109 welcome ceremonies were staged for 351 delegations. Staff members of the related functional areas worked hard to make sure that each and every detail of the ceremonies was carefully designed and implemented.

Accommodation

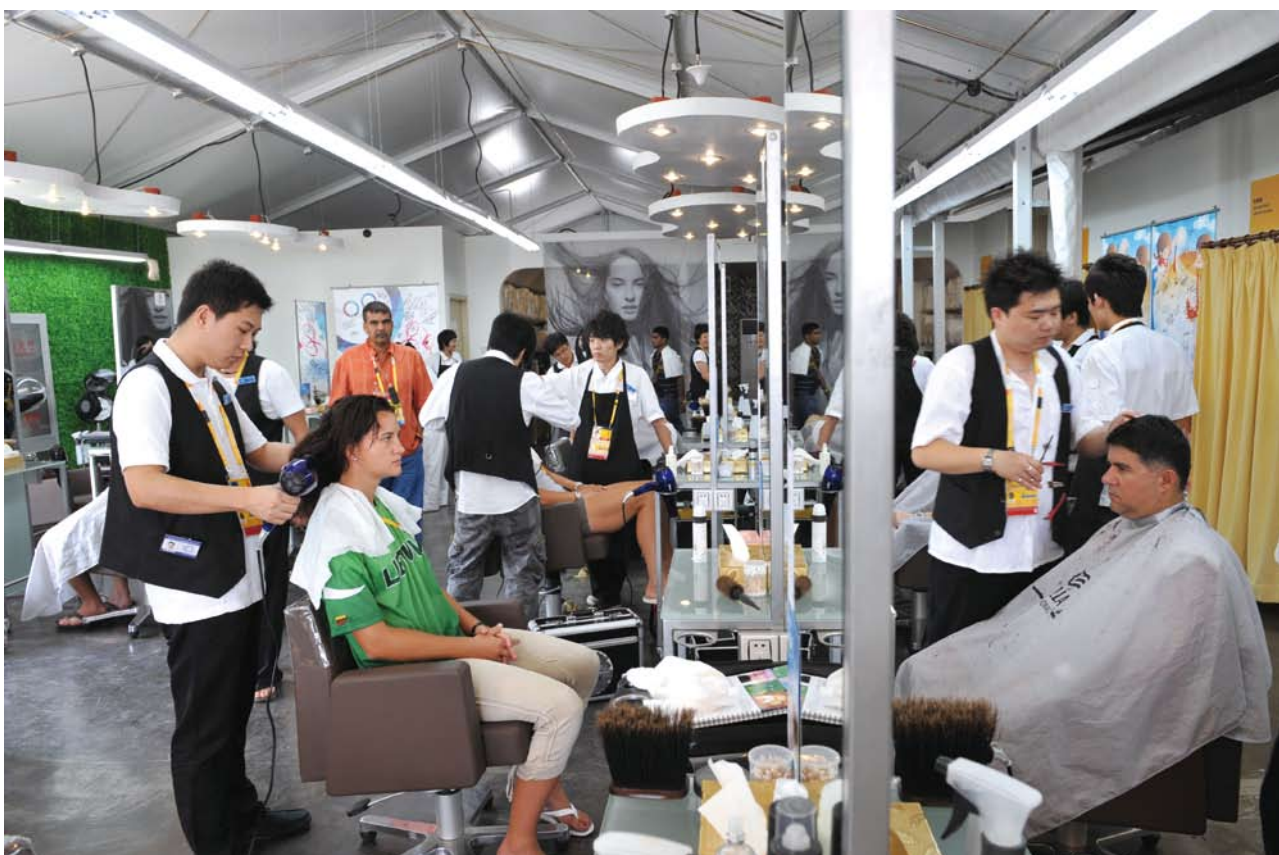
During the Olympic Games, the Athlete's Village received altogether 14,409 athletes from 204 NOC delegations. The two Media Villages received 6,846 media staff of 293 media agencies from 93 countries and regions. The two hotels for additional officials received 907 guests.

In the Athlete's Village, housekeeping service was available whenever requested.

Take laundry service for instance. Free laundry service was provided for the residents, and laundry sent before 10:00 would be cleaned and available the very same day. To satisfy the needs of all the residents, laundry service time was extended from 15.5 hours to 18 hours, from 18:00 to 24:00. The staff worked on three shifts, providing round-the-clock laundry and delivery service.

Catering

The main dining hall, with a capacity to cater for 5,000 athletes and 1,000 Village staff members at the same time, was opened around the clock



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1. Cyber café in the Beijing Olympic Village
2. Hair salon in the Beijing Olympic Village
3. Residential Zone of the Beijing Olympic Village

and served a rich variety of dishes as well as fruit and drinks. The menus changed on an eight-day rotation basis.

Foods served in the main dining hall were usually divided into three major categories: Western, Mediterranean and Asian styles. Halal and vegetarian dishes were also available. Chefs prepared some 460 dishes for a meal. For example, on a typical day they would cook over 2,000 portions of shredded pork with garlic sauce, which was one of the favourite dishes among the diners. Peking roast duck appealed to athletes from all over the world. To fulfill their demand, supply was increased from the planned 300 ducks to 600 per day.

Between July 27 and August 24, 2008, the main dining hall received some 500,000 people, and the peak came on August 8, when the Games opened, with nearly 30,000 diners. It also provided dinner service for 20 special occasions, and prepared refreshments

for 40,000 people and distributed 350,000 bottles of drinking water during the team welcome ceremonies and Chefs De Mission meetings.

Snack bars in the apartment buildings also played an important role in the catering service for the Olympic Village.

Medical Care

Between July 20 and August 27, 2008, the Polyclinic in the Olympic Village received 12,078 patients, most of whom came for medical treatments in physical therapy, sports injury, and dentistry.

Of all the prescriptions written during the period, 6,228 were issued from the Polyclinic and 818 by the NOC delegation doctors. 1,395 Nuclear Magnetic Resonance Imaging (MRI), Digital Radiography (DR) and Colour Ultrasound Scanning (CUS) examinations were given. Ambulances were sent 121 times with 58 patients



transferred to designated Olympic hospitals.

543 doctors and nurses were selected from hospitals in Beijing to work in the Polyclinic during Games time, and thanks to their competence and dedication, there was no report of medical accidents or misdiagnosis of infectious diseases.

Transportation

Shuttle buses of the Beijing Olympic Village transported athletes to competition and training venues. During Games time, buses were sent over 20,000 times for 200,000 passengers.

On August 8, 2008, the transportation team of the Athlete's Village completed 360 trips in just one hour 40 minutes to send some 10,000 athletes to the National Stadium for the Opening Ceremony of the Games.

Between August 11 and 15, the buses completed 1,167 trips per day, peaking at 1,321 trips per day with 14,100 passengers.

The three internal shuttle bus lines within the Village also completed some 20,000 trips, travelling a total distance of nearly 40,000 kilometres and transporting 270,000 passengers.

Battery vehicles (for passengers or material supplies) completed 3,372 trips, working for a total of 6,167 hours and covering a total distance of 24,000 kilometres.

The Welcome Centre and the Guest Pass Centre dispatched 13,000 vehicles and gave direction information to nearly 10,000 guests.

Altogether, the Guest Pass Centre received more than 30,000 guests, with an average of 400 to 500 per day. During the Olympic Games, the visits received averaged 1,800 to 2,000.

Security

During the Olympic and Paralympic Games, security checks around the Beijing Olympic Village were intensified in the form of on-the-spot control as well as

regular and random inspections.

Security staff completed 1,640,000 ID checks, unpacked 1,537 logistics and food supply vehicles (and packed 90 vehicles). They also conducted 652 inspections regarding fire hazards and 779 regarding nuclear and biochemical hazards.

Security was also tightened to ensure the smooth completion of 109 flag-raising ceremonies, 22 signature ceremonies at the Peace and Friendship Wall, 18 art performances and over 120 receptions of heads of state, senior officials and royal family members from all over the world.

Commercial Service

The shopping street in the Olympic Village Plaza was frequented by Olympic Village residents. It received more than 300,000 visitors and reaped a sales volume exceeding RMB 40 million. The licensed store alone received some 100,000 customers.

The post office, banking office, telecommunications office, hair salons, arts and crafts shows and cyber cafés were all appreciated by the athletes, officials and media staff. In total, postal service achieved a sales volume of nearly RMB five million, telecommunications more than RMB three million, franchised shops and souvenir emblem exchange nearly RMB one million each and arts and crafts show over RMB 100,000.

Cultural Activities

During the Games, dozens of art troupes were invited to give performances at the Flag Mall except on the days of Opening and Closing Ceremonies.

Performances usually started at 20:00 and lasted one and half hours, during which Village residents would enjoy quintessential Chinese songs and dances. Sometimes, guests were even invited to join in the activities.

The Peace and Friendship Wall in the Village offered an opportunity for residents to express their wishes for world peace. In total, some 2,500 athletes, coaches, officials and VIPs from more than 40 countries signed

their names on the wall to show their support for the Olympic Truce.

Religious Service

69 clergymen and professional religious service volunteers, who could speak English, Arabic, Italian, French, Korean or Hebrew, worked in the Village's religious service centre. Altogether, they received 2,192 visitors, including 1,628 international visitors from 103 countries and regions, and staged 33 religious ceremonies, in which 701 athletes and NOC delegation

officials participated.

On August 3, 2008, for example, three guests from Romania came to the religious centre. One of them was in grief as his mother had passed away the previous day. The staff immediately arranged a prayer service, grieving with him for his loss.

With love, care and dedication, the religious service staff won high praise from residents of the Olympic Village.

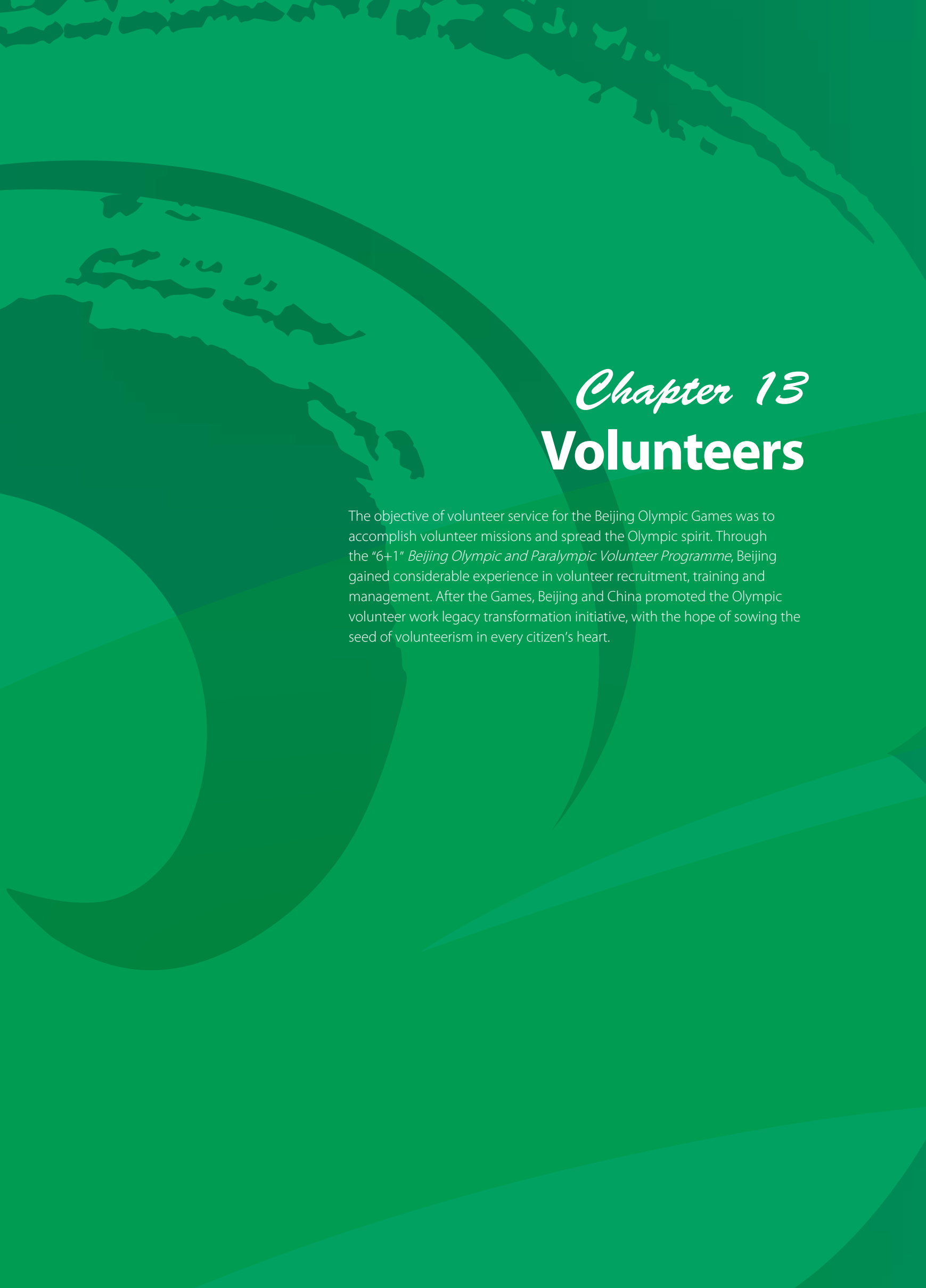
Summary

With every single detail of its design and construction carefully planned, the Beijing Olympic Village became an epitome of the initiative of "Green Olympics, High-tech Olympics and People's Olympics". Truly, it became "a home away from home" for athletes from around the globe.

Drawing on the experience and lessons from the

previous Games, the Beijing Olympic Village team accomplished their tasks in ensuring security, transportation and technical support. At the same time, they worked their hardest to fulfill the requirements of the Games and the needs of the Village residents who had various cultural backgrounds and religious beliefs. Indeed, the Village team created for the residents a friendly and harmonious ambience.



A stylized map of China is rendered in various shades of green, serving as the background for the page. The map is composed of several overlapping, semi-transparent green shapes that form the outline of the country. The colors range from a light, almost white green to a deep forest green.

Chapter 13

Volunteers

The objective of volunteer service for the Beijing Olympic Games was to accomplish volunteer missions and spread the Olympic spirit. Through the “6+1” *Beijing Olympic and Paralympic Volunteer Programme*, Beijing gained considerable experience in volunteer recruitment, training and management. After the Games, Beijing and China promoted the Olympic volunteer work legacy transformation initiative, with the hope of sowing the seed of volunteerism in every citizen’s heart.



"Smiling Beijing" Themed Activity

13.1 The “6+1” Pattern



Volunteers are “goodwill ambassadors” of the Beijing Olympic and Paralympic Games.

On June 5, 2005, the *Beijing Olympic and Paralympic Volunteer Programme* was launched.

The comprehensive volunteer programme, in the guiding principle of “involving the public, bringing smiles and fostering harmony”, was composed of six projects and one themed activity, including:

- Games-time Volunteer Project
- City Volunteer Project
- Social Volunteer Project
- “Towards Olympics” Volunteer Project
- Pre-Games BOCOG Volunteer Project
- Olympic Volunteer Work Legacy Transformation Project
- “Smiling Beijing” Themed Activity

Games-time Volunteer Project

As a major component of the *Beijing Olympic and Paralympic Volunteer Programme*, the Games-time Volunteer Project attracted an unparalleled number of applicants, among whom 100,000 were

selected and trained. During Games time, they provided quality service for Olympic Family members, media staff and other client groups at Olympic venues.

City Volunteer Project

As an innovative part of the *Beijing Olympic and Paralympic Volunteer Programme*, the City Volunteer Project rallied 400,000 volunteers to offer services, such as consultation, first-aid and language service, in the vicinity of Olympic venues and other key areas during Games time.

Social Volunteer Project

More than one million social volunteers worked in public places and residential communities in Beijing. These volunteers engaged themselves in public order maintenance, city operations, eco-conservation, medical care, disability assistance, etc.

“Towards Olympics” Volunteer Project

This project included diverse forms of regular volunteer service in the years leading up to the Beijing



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1. George Sapounidis, a volunteer from Canada, performs the "Olympic Volunteer Song" that he has composed
2. Volunteers for the Beijing Olympic equestrian events in Hong Kong

Olympic Games, which were aimed to "welcome the Olympics, promote civility and create a favourable social atmosphere".

Pre-Games BOCOG Volunteer Project

Launched in 2004, the Pre-Games BOCOG Volunteer Project drew over 1,600 volunteers to BOCOG's routine operations during preparation for the Games, through which these volunteers obtained valuable experience.

Olympic Volunteer Work Legacy Transformation Project

With the implementation of the Legacy Transformation

Project, the volunteers' experience and achievements will be carried on to accelerate the spiritual development of Chinese society, and volunteerism will become an integral part of Chinese people's daily life.

"Smiling Beijing" Themed Activity

The "Smiling Beijing" Themed Activity greatly promoted the spirit of volunteerism among the Chinese people. The "Smile Wristlets" were designed to spell out the image of the Olympic rings, and they each stood for willingness to help, honesty and reliability, protection of environment, good manners, and constant striving for progress. The themed activity was aimed at improving harmony in Chinese society.

13.2 Recruitment and Training



In February 2005, the Beijing Olympic Volunteer Coordination Work Group was officially established, and the release of the *Beijing Olympic Volunteer Work Action Plan* on June 5 of the same year marked the commencement of the *Beijing Olympic and Paralympic Volunteer Programme*.

13.2.1 Diverse Composition of the Volunteer Corps

The *Beijing Olympic and Paralympic Volunteer Programme* attracted the largest group of applicants in Olympic history, among which an unprecedented number of 100,000 Games-time volunteers, 400,000 city volunteers and over one million social volunteers were engaged.

Games-time Volunteers

Recruitment of Games-time volunteers was launched on August 28, 2006, and by the end of the same month, the number of applicants had exceeded 40,000.

By September 28, 2006, applications received in Beijing alone had reached 210,000. When recruitment

ended on March 31, 2008, 1,327,038 applications for Olympic Games-time volunteer service were received, and 80.6 per cent of the applicants also expressed their willingness to work for the Paralympic Games in Beijing.

According to statistics, most of the applicants were from the 56 Chinese ethnic groups living in the 31 provinces, autonomous regions and municipalities, as well as in Hong Kong, Macao and Taiwan. Some of the applicants were also Chinese residing or studying overseas, as well as international friends from 175 countries and regions.

The applicants came from diverse professions, and some of them were even retired diplomats and prominent scholars.

The ages of 97.87 per cent of all applicants spanned from 17 to 35, of whom 92.42 per cent were below 26 (83.43 per cent were college students). There were also senior applicants, the oldest being 88 years old.

Of all the applicants, 79.9 per cent had received college education and



1	1. Games-time volunteer recruitment
2	2. Fu Yiquan, a 103-year-old Beijing citizen and social volunteer for the Olympic Games

47.86 per cent had volunteer experience. 91.71 per cent spoke English, and some spoke Japanese, French, German, Russian or Korean. Most of the applicants possessed skills in reception, public relations, sports, journalism, teaching, training, etc.

City Volunteers

Recruitment of city volunteers started on June 18, 2007 and ended in July 2008, during which over 2.07 million applications were received and 480,000 were confirmed.

College and middle school students, community residents, government officials and corporate staff constituted the majority. The oldest volunteer was 87 years old and the youngest was only 14 years old. International volunteers came from over 20 countries and regions including the U.S., the U.K., France, Russia and Germany.

Social Volunteers

More than one million social volunteers were involved in preparing for and hosting the Beijing Olympic Games, most of whom were from government offices, local communities, social groups, business institutions and schools.

Statistics indicated that the social volunteers' average age was 41, and 56 per cent of them were women. The youngest were the six-year-old quintuplets from Cangzhou, Hebei Province, who were appointed "Little Ambassadors for the Beijing Olympic Games", and the oldest was Fu Yiquan, a 103-year-old citizen from Beijing's Chongwen District, who patrolled his neighbourhood everyday to make sure doors were locked and trash was cleaned up.

13.2.2 Comprehensive Training

Training began on August 28, 2006 when the BOCOG Volunteer Department released the *Guidelines for General Training of the Beijing Olympic and Paralympic Volunteers*. 100,000 copies of the *Manual for Beijing Olympic Volunteers* were distributed to the new recruits. In collaboration with the venue teams, the Volunteer Department designed 20 general training courses in video format and set up an on-line

volunteer training system.

General training was usually offered by venue teams or by organisations and institutes from which large groups of volunteers were recruited, and the Volunteer Department organised training for the 27,000 core volunteers, who would study in the training camps and participate in the service for Good Luck Beijing Test Events.

Foreign language courses were offered to volunteers who held key positions or possessed professional skills. The contents were focused on Games-time service. Teaching staff came from universities in Beijing and BOCOG's language training suppliers. Volunteers also learned about the languages other than English, such as French and Japanese, so as to conduct basic daily communications with a greater number of international guests.

Between March 2007 and September 2008, BOCOG organised intensive training for 36,000 volunteers for VIP escort, language service, media operations, driving, competition organisation, sport presentation, victory ceremony, medical service, security check, competition timing and scoring, accommodation and religious service.

Training in helping people with a disability was also conducted, regarding general knowledge about the Paralympics, skills in helping people with a disability, Paralympic Games-time service, etc.

Each volunteer had to receive training of no less than 120 hours and pass tests before assuming venue posts.

The BOCOG Human Resources Department and Volunteer Department provided material and personnel support for volunteer training in the Co-host Cities. Statistics indicated that some 549,000 volunteers in the Co-host Cities had received volunteer training before the Games.

The Beijing Olympic and Paralympic volunteer initiative solicited strong support from many prominent figures from home and abroad.

On June 25, 2007, former IOC President Juan Antonio Samaranch visited China. At the reception for representatives of the volunteer applicants, he wrote

the inscriptions “Where there’s the Olympic Games, there’s poetry of volunteers” and “Experience Volunteer Training, Be part of the Olympics”.

On September 4, 2007, at the One-Year Countdown Celebration for the Beijing 2008 Paralympic Games, IPC President Sir Philip Craven wrote an inscription for the volunteers, “L’esprit de volontariat est la force qui permet aux Jeux paralympiques de se développer” (“The

spirit of volunteerism is the motivating force behind the Paralympic Movement”).

On May 4, 2008, Beijing Olympic volunteers met in the capital for oath taking. Xi Jinping, Vice President of China, attended and addressed the meeting, urging volunteers to promote the Olympic spirit, live up to volunteerism and help enhance China’s image.



13.3 Volunteer Management



BOCOG and Beijing Municipality set up the Beijing Olympic Volunteer Work Coordination Group to implement the *Beijing Olympic and Paralympic Volunteer Programme*.

13.3.1 Management Mechanism

The Beijing Olympic and Paralympic volunteer management mechanism had seven focuses:

- Volunteers from colleges and universities in Beijing
- Volunteers from districts and counties of Beijing
- Volunteers with professional skills
- Volunteers with a disability
- Volunteers from other provinces, autonomous regions and municipalities
- Volunteers from Hong Kong, Macao, Taiwan and overseas
- Volunteers in the Co-host Cities

Management was focused on Games-time volunteers, city volunteers and social volunteers.

Between March 2007 and May 2008, Games-time volunteers, who were mainly recruited from colleges

and universities as well as Beijing's 18 districts and counties, were selected to work at Olympic venues. They then received training and participated in volunteer service for the Good Luck Beijing Test Events. Starting in July 2008, Games-time volunteers began assuming their posts at the venues.

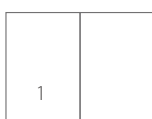
City Volunteers

The China Communist Youth League Beijing Committee and the Beijing Volunteers Federation established the Beijing Olympic City Volunteer Management System.

Based on the Beijing volunteers information platform, the system connected all city volunteer service stands throughout the capital and helped realise operations concerning information release, work schedule and material support.

Social Volunteers

During Games time, the Social Volunteer Operation System was established, which involved relevant sectors such as public transportation, the Red Cross, parks and public gardens, petrochemical



1. Volunteer drivers get ready for the Beijing Olympic Games



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1. Chart of mini national flags used by volunteers to indicate specific language services

2. A city volunteer service stand in Beijing

industry, postal service, public infrastructure, etc.

Led by core volunteers, social volunteers engaged themselves in various public campaigns regarding traffic safety, English learning, community postal service, urban environment, energy conservation and emission reduction.

13.3.2 Guarantee

General policies including “Basic Requirements”, “Rights and Obligations” and “Guarantee and Incentive” were stipulated for the smooth volunteer operation of the Beijing Olympic and Paralympic Games.

The “Guarantee and Incentive” specified material support for volunteers.

Material support included:

- Olympic and Paralympic volunteer accreditation
- Uniform and work kits
- Free food during working hours
- Free public transportation in designated areas
- Personal accident insurance

Colleges and universities in Beijing assisted in accommodation and related support for volunteers from other provinces, autonomous regions and municipalities, as well as volunteers from Hong Kong, Macao and Taiwan, and international volunteers.

At a session of the Standing Committee of the 12th Beijing Municipal People’s Congress on September 14, 2007, the *Regulations of Beijing Municipality on Promotion of Volunteer Service* was approved, which further standardised volunteer service and specified volunteer rights.

13.4 Legacy Transformation



Some 70,000 Olympic Games-time volunteers worked at 2,945 posts of over 80 functional areas at competition, non-competition and training venues as well as other areas (the number for the Paralympic Games was nearly 40,000). Another 30,000 worked in the Co-host Cities.

200,000 cheerleading volunteers helped create a warm ambience at the venues during competitions.

More than 400,000 city volunteers and one million social volunteers from all walks of life, with their bright smiles and considerate service, won extensive praise from Chinese and international guests.

Right after the Games, the Chinese government started the campaign on transforming the Beijing Olympic volunteer work legacy, with the hope that more and more Chinese people would make volunteerism an integral part of their life and that volunteerism would become a driving force in the nation's endeavour to build a harmonious society.

Spiritual Legacy

On the morning of September 18, 2008, some 2,000 Games-time volunteers, city volunteers, social volunteers and cheerleading volunteers for the Beijing Olympic and Paralympic Games presented at the theme statue inauguration ceremony at the Volunteers Square in the Olympic Green. The statue represents the spiritual legacy of the volunteers' great contributions to the success of the Games.

The "Smiling Beijing" Themed Activity will also continue and the image of the Smile Wristlets will be further spread.

Smile Wristlets are a set of wrist bracelets unveiled officially on January 1, 2007 at a press ceremony at the Bell and Drum Tower in Beijing. Designed in the five colours of the Olympic rings, each represents a different human virtue:

- Red - readiness to help
- Black - honesty and trustworthiness
- Green - environmental awareness
- Yellow - civility and politeness



- Blue - learning and enterprising spirit

When the Beijing Olympic Games commenced, 15 versions of the Smile Wristlets had been released, including the official version, youth version, international version (English and French), driver's version, cheerleader's version, Braille version (Chinese and English) and spectator's version.

On October 17, 2008, the relay version of the Smile Wristlets was made public at the Beijing Olympic

and Paralympic Volunteer Recognition Meeting held in Renmin University of China. The relay version was designed to encourage Chinese people to uphold volunteerism, love each other and serve society.

City volunteer service stands, dubbed "Blue Cubes" by the citizens of Beijing, were converted into city volunteer service bases after the Olympic and Paralympic Games. These Blue Cubes will continue to function in places such as transit hubs, business centres, cultural venues, scenic spots and hospitals.



Human Resources

A volunteer information system was formed to keep the data of all 1.7 million volunteers, in the form of volunteer registration cards. This helps achieve effective management of volunteers.

Efforts will be made to enlarge the corps of volunteer management staff, core volunteers, volunteers with specific skills, as well as to foster grassroots volunteer organisations, so that in three years after the Games 30 per cent of Beijing citizens will be practitioners of the concept that "anyone can provide volunteer service at any time and in any place".

Summary

The *Beijing Olympic and Paralympic Volunteer Programme* attracted an unparalleled number of applicants, among whom 1.7 million were able to serve the Games. The volunteers won high praise for their friendliness and professionalism.

Beijing Olympic and Paralympic volunteers have become “goodwill ambassadors” in the campaign of “Volunteers’ Smile, Beijing’s Image”. Their passion and dedication has been transformed into a strong force

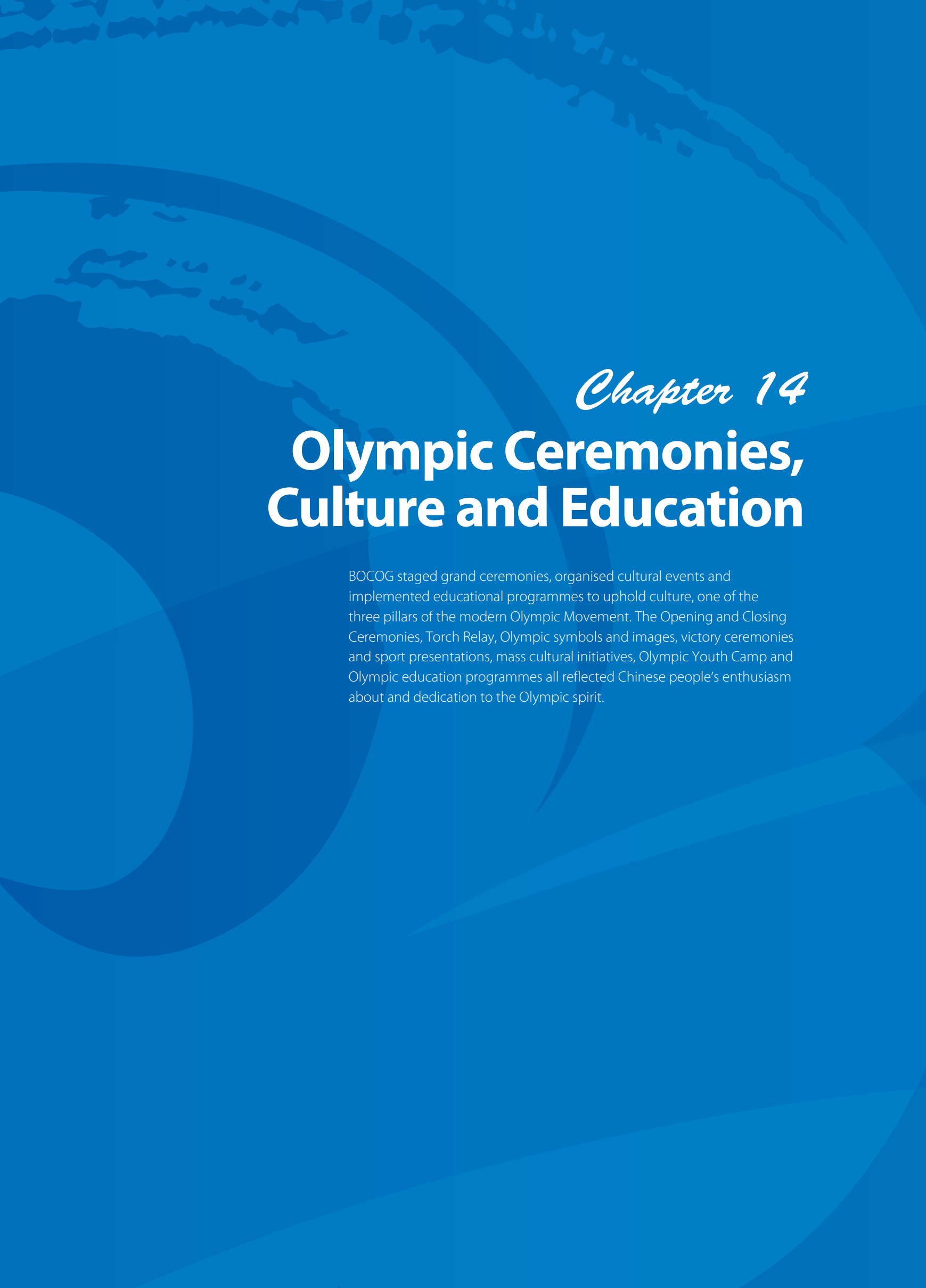
to propel volunteerism and will continue to manifest through their warm service and cordial smiles. Moreover, a volunteer culture, featuring “strength, responsibility, confidence, dedication and unity”, has been cultivated.

Volunteers will carry on their work after the Beijing Olympic Games, and volunteerism will become one of the driving forces in Chinese people’s endeavour to build a harmonious society.

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1. Unveiling ceremony of the theme statue at the Volunteers Square in the Olympic Green
2. City volunteer service stand, dubbed “Blue Cube”
3. Children wear the Smile Wristlets





Chapter 14

Olympic Ceremonies, Culture and Education

BOCOG staged grand ceremonies, organised cultural events and implemented educational programmes to uphold culture, one of the three pillars of the modern Olympic Movement. The Opening and Closing Ceremonies, Torch Relay, Olympic symbols and images, victory ceremonies and sport presentations, mass cultural initiatives, Olympic Youth Camp and Olympic education programmes all reflected Chinese people's enthusiasm about and dedication to the Olympic spirit.



14.1 Opening and Closing Ceremonies



The Opening and Closing Ceremonies (hereafter referred to as the Ceremonies) of the Beijing Olympic Games were aimed to highlight Olympic rituals, promote Olympic ideals and spread the Olympic spirit. The Ceremonies demonstrated traditional Chinese cultural splendour and contemporary spirit, and expressed Beijing's goodwill to invite participation and share in staging a friendly and joyous Olympic gala.

BOCOG solicited photographic images of smiling children's faces from all over the world for possible use in the Ceremonies' art performances. As the only publicised detail regarding the creative design, the initiative invited 41,567 applications with more than 200,000 photos of children's smiling faces in just eight months.

14.1.1 Creative Design

On March 1, 2005, BOCOG issued the *Solicitation for Creative Designs of the Beijing 2008 Olympic Games Opening and Closing Ceremonies*.

Within three months, 409 entries were received, among which 13 were selected for further presentation and assessment. Eventually, BOCOG decided to hire Zhang Yimou, one of the most famous Chinese film directors, as the head director for the Ceremonies to take charge of revision and adjustment of the plans.

14.1.2 Production

Late in September 2006, the BOCOG Opening & Closing Ceremonies Department and the Beijing Olympic Games Opening & Closing Ceremonies Operation Centre were established, and a Ceremonies work team was organised.

BOCOG attached great importance to both applying safe and reliable technologies and reducing costs of every production detail.

Sophisticated equipment, high technologies and new materials, as well as tireless research and development by technicians, guaranteed the originality of art performances during the Opening Ceremony.

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- 1. The creative team for the Opening and Closing Ceremonies are at work
- 2. Preparation for the fireworks show

To involve greater participation,

Take the episode of “Zheng He’s Treasure Boat” for instance. In the blink of an eye, the dancing “oars” were magically transformed into a screen of rich images covering the entire stadium floor. Multimedia and all-dimensional visual effects blew the spectators away.

In order to reduce pollution and risk of malfunctioning fireworks, the Ministry of Science and Technology of the People’s Republic of China even launched a special project, and, with one year of experimentation, carried out the task successfully.

Digital and intelligent technologies used for lighting, sound effects, costumes and props also helped integrate the functions of equipment.

14.1.3 Rehearsal

Precise synchronisation of music, stage art, lighting,

visual effect, fireworks, etc., and seamless shifts of the Ceremonies’ stages were achieved through repeated rehearsals.

As early as in August 2007, rehearsals at simulated venues were started in Beijing’s Daxing County. On March 1, 2008, rehearsals for over one thousand performers began, and in early June, rehearsals involving over ten thousand performers commenced.

July 16, 2008 saw the first dress rehearsal that was video recorded. Then, on July 30, August 2 and August 5, three more dress rehearsals took place.

The hard work paid off. On the evening of August 8, 2008, after three years of preparation, the Opening Ceremony of the Beijing Olympic Games electrified the whole world. The jubilant Closing Ceremony, on the evening of August 24, also became a grand gathering of athletes from all over the world.



Rehearsal at a simulated venue

14.2 Torch Relay



The Beijing Olympic Torch Relay, with the theme slogan of “Light the Passion, Share the Dream”, was dubbed a “Journey of Harmony”.

The concept of “Journey of Harmony” echoed the goal of the Olympic spirit: “To place everywhere sport at the service of the harmonious development of man, with a view of encouraging the establishment of a peaceful society concerned with the preservation of human dignity”.

The concept also reflected Chinese people’s ideal of building a harmonious nation as well as a peaceful and prosperous world.

14.2.1 Relay Operations

BOCOG insisted that the Torch Relay should achieve the following goals:

- Spreading the Olympic ideals in the widest area possible
- Promoting the Beijing Olympic Games
- Displaying China’s history, culture, scenery, and the people’s spirit
- Showcasing China’s achievements in reform and opening up

- Encouraging participation of the greatest number of people
- Contributing to the harmonious development of the world

Stretching 137,000 kilometres in 130 days and involving 21,000 torchbearers, the Beijing Olympic Torch Relay travelled the longest route, covered the widest area, and involved the largest number of participants in Olympic history. The torch even reached Mt. Qomolangma (Everest), the world’s highest mountain, to symbolise mankind’s endeavour to overcome all odds and strive for peace.

Work concerning the Beijing Olympic Torch Relay started as early as 2004 when Beijing organised the relay leg of the Athens Olympic Games.

In July 2006, the Beijing Olympic Torch Relay Centre (OTR) was established, and in October, the OTR completed the plan for the relay leg on Mt. Qomolangma. One month later, the provinces, autonomous regions, municipalities and Hong Kong and Macao Special Administrative Regions submitted plans for their relay legs.



Light the passion, share the dream

As for the Torch Relay outside the Chinese mainland, BOCOG signed cooperation agreements with the authorities of the cities the torch was to visit and the NOCs of the countries concerned, defining the legal responsibilities of both parties.

BOCOG prepared Torch Relay operation guides for these cities, as well as the Chinese embassies and consulates in the countries and regions, to ensure consistent operations during the relay legs.

In February 2007, a plan for the relay legs along the international route was completed, which was then submitted to the IOC for approval in March.

Between April 2007 and February 2008, the OTR completed a series of preparations:

- Torchbearer selection
- Detailed relay operation plan and relay route
- Torch Relay operation team
- Landscaping for Torch Relay

- Media team for Torch Relay publicity
- Design of the torch, as well as the torchbearer and escort uniforms
- Security operation for Torch Relay
- Rehearsal for the relay leg on Mt. Qomolangma

In January 2008, a test rehearsal was held in Sanya, Hainan Province.

BOCOG also engaged enterprises and institutions from home and abroad for consultation and assistance with relay operations:

- Volkswagen - Motorcade
- China International Airlines - Aviation
- China International Travel Agency - Travelling
- Lenovo; Radio Management of the People's Republic of China - Technical support
- UPS - Logistics
- China Mobile - Telecommunications
- China Institute of Special Armed Police Corps - Security

Coca-cola (China) Beverage Ltd., Samsung Electronics Co., Ltd. and Lenovo Group became BOCOG's worldwide Torch Relay Partners.

A variety of elements, such as the Lucky Cloud torch, the cauldron, the safety lantern, as well as the torchbearer and escort uniforms, were elaborately designed to promote the Torch Relay.

14.2.2 Publicity

The Beijing Olympic Torch Relay drew the world's attention to Beijing and China.

The Relay was the most broadcast activity on China Central Television (CCTV). The relay leg on Mt. Qomolangma, in particular, was covered live by 297 television stations from 113 countries and regions.

During the Torch Relay, BOCOG held altogether 52 press conferences, produced 1,600 minutes of visual

signals and four video series, released over 7,500 news reports and some 20,000 photo images, and issued more than 3,000 live news feeds.

The Torch Relay ceremony, as well as relay-specific landscaping and image projects in each city, were carefully deliberated to achieve the best results. In response to specific situations and emergencies, last-minute adjustments were sometimes made to planning and operations.

For example, after the devastating earthquake struck Sichuan Province on May 12, 2008, BOCOG decided to reschedule the relay leg in Sichuan to mourn for the victims and to boost the nation's morale. Therefore, adjustments were made promptly to ceremony details: donations were collected, celebratory art performances were cancelled, and the celebration backdrop designs were altered to disaster relief themes. These adjustments helped enrich the meaning of the Beijing Olympic Torch Relay.



Technicians examine the torches prior to each relay leg



Solicitation for the design of the Beijing Olympic torch

14.3 Olympic Symbols



The Olympic symbols were designed to create a unique and consistent visual image system for the Beijing Olympic Games. They were also carriers of Chinese cultural traditions and the spirit of the people.

14.3.1 Emblem

Between July 3 and October 8, 2002, BOCOG sponsored the Beijing Olympic Games Emblem Design Competition, during which 1,994 entries were sent in from around the world.

Undergoing assessments by the judging panel and revisions by experts, the emblem, dubbed “Chinese Seal, Dancing Beijing”, was coined and unveiled at the Temple of Heaven in Beijing on August 3, 2003.

The logo combines the traditional Chinese seal and calligraphic art with athletic movement and transforms the Chinese character *jing* (“京”), literally meaning “the capital”, into a human figure running and dancing toward victory.

The graceful curves framing the dancing human figure, also associated with the flying dragon or a coursing river, symbolise the vitality of the Chinese nation. The open arms of the figure indicate that China welcomes the Olympic participants from all over the world in celebrating peace, friendship and progress of mankind.

The red colour is a favourite of the Chinese people which represents the nation’s blessing and invitation to the world.

The caption, “Beijing 2008”, also assumes traditional Chinese calligraphic style, matching harmoniously with the logo and the pattern of the Olympic rings. The typeface is not only favourable for marketing, but also helpful in avoiding possible property rights infringement, as is often the case with a ready-made typeface.

14.3.2 Theme Slogan

Solicitation for theme slogan lasted from January 1 to 31, 2005. BOCOG received 20,161 letters (10,123



Emblem of the Beijing 2008 Olympic Games - Chinese Seal, Dancing Beijing



e-mails and 10,038 regular mails) with a record of 210,000 entries.

The designers, aged between two and 91, were from all provinces, autonomous regions and municipalities of China, and Hong Kong and Macao Special Administrative Regions. Overseas Chinese and international friends also contributed their designs.

On June 26, 2005, the theme slogan "One World One Dream" was officially made public.

"One World One Dream" manifested the core and soul of time-honoured Chinese wisdom of "Harmony of Man with Nature". Succinct as it is, the slogan effectively demonstrates the essence and the universal values of the Olympic spirit - unity, friendship, progress, harmony, participation and dream. It expresses the

common belief of the world's people in striving for a bright future for mankind - "We belong to the same world and share the same aspirations and dreams".

IOC President Jacques Rogge sent a letter of congratulations to BOCOG, in which he said: "The Olympic Games are unique in their ability to attract the world's attention, using sports to promote peace and understanding. The IOC is delighted that BOCOG's slogan for the 2008 Olympic Games has captured that Olympic spirit".

14.3.3 Mascots

On August 5, 2004, BOCOG issued a worldwide invitation to professional design institutes as well as individual designers for Olympic Games mascot



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1. Theme slogan of the Beijing 2008 Olympic Games - One World One Dream

2. Experts from home and abroad review the theme slogan entries

3. Mascots of the Beijing 2008 Olympic Games - Fuwa

福娃 Fuwa



designs.

By the deadline of December 1, 2004, the BOCOG Culture & Ceremonies Department had received over 3,000 entries, 662 of which were confirmed valid.

On December 15, 2004, BOCOG invited 24 renowned experts and scholars from home and abroad to select 10 designs for final review.

On November 11, 2005, the mascots of the Beijing Olympic Games were unveiled. They were five personified dolls, called “Fuwa” in general, and respectively named “Beibei” (carp), “Jingjing” (panda), “Huanhuan” (Child of Fire), “Yingying” (Tibetan antelope), and “Nini” (swallow). Their names put together - “Bei Jing Huan Ying Ni” - literally reads “Beijing Welcomes You” in Chinese.

The design inspiration and colour of Fuwa come from China’s vast landscape and beloved animals, as well as the Olympic rings. Their images are also associated with the elements of nature - sea, forest, fire, earth and sky, and are all stylistically rendered in representation of profound traditional influences of Chinese folk art.

Each Fuwa symbolises a different blessing - prosperity, happiness, passion, health and good luck. Altogether,

they carry the message of peace, friendship and good wishes for harmony between man and nature.

14.3.4 Secondary Symbols

The secondary symbols of the Beijing Olympic Games, used for specific Games-related events or operations such as the Olympic Cultural Festival and volunteer programme, adopt unique Chinese calligraphic and painting designs.

The Cultural Festival Symbol, for instance, features a human figure dancing joyfully with a lantern in hand. Lantern is an important component of celebrations in China, symbolising union and happiness. As the Olympic Games is a festival for all participants, Beijing was decorated with lanterns and streamers to welcome guests from afar.

The Volunteers Symbol is composed of interwoven heart shapes and dancing figures. The heart shapes signify the attachment between volunteers, athletes, the Olympic Family members and all guests as well as state volunteers’ determination to render first-class service for the Games. The dancing human figures below indicate volunteers’ strong sense of dedication.



Fuwa image project in the Olympic Village



Secondary symbols of the Beijing 2008 Olympic Games



Pictograms of the Beijing 2008 Olympic Games

14.3.5 Pictograms

In March 2005, the design based on “seal characters” by China Central Academy of Fine Arts and that on

“string” by the Academy of Arts and Design, Tsinghua University, were shortlisted for the Games pictograms solicitation campaign.



Medals of the Beijing 2008 Olympic Games

A joint panel from the two institutions then made improvements on the designs in accordance with the suggestions of experts from home and abroad.

In August 2008, at the two-year countdown to the Opening Ceremony, BOCOG released the pictograms of the Beijing Olympic Games.

The pictograms, named “Beauty of Seal Characters”, integrate the inscriptions on ancient Chinese boneware and bronzeware with simplified embodiment of modern graphic arts, which make them easily recognisable. Pictographic charm of the strokes and sharp contrast between the black and white colours entail graceful aesthetic perception of athletes’ movement and a strong sense of vigour and vitality.

14.3.6 Medals

The medal for the Beijing Olympic Games, 70 millimetres in diameter and six millimetres in thickness, is designed with inspiration from *bi*, an ancient Chinese jade piece usually inscribed with a dragon pattern.

On the front side, it adopts the standard design prescribed by the IOC - the winged Goddess of Victory and the Panathinaikos Arena. On the back, the medal is inlaid with jade, with the Beijing Olympic Games emblem engraved in the metal centrepiece.

The medal hook is a transformation of *huang*, an ancient Chinese ceremonial jade piece decorated with double dragon pattern and reed mat pattern.

The Beijing Olympic Games medal is a blending of traditional Chinese culture and the Olympic spirit. It symbolises nobility and virtue, and gives winners of the Games acclamation and great honour as the recognition of their achievements.

14.3.7 Torch

The torch of the Beijing Olympic Games is 72



Torch of the Beijing 2008 Olympic Games

centimetres in height and 985 grammes in weight. Recyclable materials have been used in production to uphold the concept of “Green Olympics”.

A torch can usually keep burning for approximately 15 minutes in a windless environment. The torch has been produced to withstand winds of up to 65 kilometres per hour and to stay alight in rain up to 50 millimetres per hour. The flame can be identified and photographed in sunshine and even areas of extreme brightness.

The shape of the torch is inspired by the traditional Chinese paper scroll. Paper is one of the four Chinese ancient inventions, which has played an essential role in the development of human civilisation.

Lacquer red colour applied to the torch originates from the Han Dynasty (202 B.C. - 220 A.D.).

The pattern on the torch draws inspiration from the lucky cloud graphics, a typical Chinese cultural logo with a history of several thousand years. Lucky clouds signify “same origin, harmonious interaction”. The graphics, together with the base relief design, add elegance and meaning to the torch.

14.4 Image Projects



The Beijing Olympic image projects integrated Olympic symbols and images into the overall venue layout and city landscape, and thus offered a visual feast consistent with the festive ambience of the Games.

14.4.1 Design Concepts

The image projects were aimed primarily at distinguishing the Olympic venues from the overall city landscape in order to highlight the themes of Olympic activities.

Function

The image projects, were divided into functional images exhibition images and cultural images.

The functional image system referred to Games-time traffic signs for pedestrians and vehicles, symbols for competition and non-competition venues, signs and name plates for Olympic service facilities, pictograms indicating sports events, etc.

The exhibition image system included the Olympic symbols and images exhibited inside and outside

the venues, at venue reception zones and public domains, along major traffic routes, etc.

The cultural image system consisted of the official Olympic posters, Olympics-themed sculptures and temporary image structures, and multimedia display systems at the venues, public places, main roads, transit hubs, etc.

Layout

To comply with venue distribution and construction style, the projects were also divided into venue image projects and city landscape projects.

Venue image projects were carried out in the Olympic Green Central Area and the venue areas to its east and west (many of the venues in the two areas were located in universities), where torches of 21 metres in length were erected at prominent places in the three areas to indicate competition venues.

City landscape projects referred to the five project groups set up respectively in the east, west, south, north, and central districts of Beijing. They were

implemented in compliance with the overall city image and landscaping initiative undertaken by the Beijing Municipality 2008 Environment Construction Headquarters.

The budget for image projects was set at RMB 148 million.

14.4.2 Implementation

Between 2002 and 2003, initial preparation for the image projects was made, which included conception and strategic plan for the Beijing Olympic symbols and images, unveiling of the Games emblem and confirmation of the Beijing Olympic Colour System.

Starting in 2004, a number of Beijing Olympic symbols were unveiled, such as the theme slogan, official mascots and pictograms. The image project team conceived accordingly the designs and implementation procedures for the projects.

In 2005, the image project team carried out the image and landscape projects regarding the Beijing Workers' Gymnasium (the designated Beijing Olympic Games Model Venue), during which the team tested its plans and implementation procedures and improved its coordination with other functional areas. Adjustments were made in terms of personnel, material supply and image project operations.

Implementation of the Olympic image and landscape projects started in 2006. Five image project providers were selected through tender and bid to work with the designers and venue image project managers to elaborate the designs and complete manufacturing and installation. The providers would also take charge of Games-time maintenance and post-Games dismantling.

Starting in September 2006, the image project team worked for the Good Luck Beijing Test Events. The staff developed the Test Events Image Kit of Parts, which laid the foundation for the Beijing Olympic Games Image Kit of Parts. Assessments were carried out on the

effects of the Colour System, as well as on the overall visual effects of the image devices.

In 2007, the project details were submitted to the venue teams in solicitation for advice from competition management, TV broadcasters and security staff. Image devices at every venue were streamlined to appeal to different targeted audiences: athletes, Games spectators, media operations and Olympic Family members.

Special attention was given to TV broadcast. Since many image projects, especially those inside the venues, could only be seen by ticket-holding spectators, the image project team closely cooperated with BOB, to ensure the images be able to reach the larger TV audiences.

For example, the image project team discussed with BOB the position of the Olympic rings inside a venue. The team also frequently consulted with BOB about the camera positions in relation to the image projects. If the camera positions had to be changed for best broadcast effect, the team would make adjustment to the image devices accordingly.

Upon the eve of the Opening Ceremony of the Games, the image project team completed projects for 31 competition venues, 15 non-competition venues and 71 training venues. Materials used included:

- 15,000 landscape flags and banners
- 11,000 decorative boards (of 19,000 extended metres)
- 80,000 square metres of security block bars
- 150,000 square metres of outdoor façade
- 83,000 square metres of indoor façade
- 50,000 square metres of spectator stand ornamental pieces
- 9,000 square metres of road blocks, lawns, temporary structures and sheds

Innovations

Compared with sports events previously held in China, new concepts and practices were adopted



A sculpture at the Olympic Green

in designing and implementing the Beijing Olympic image projects.

In terms of the colour system, Beijing Olympic image projects used a double-colour system. For example, red and yellow colours were used for the interior decoration of venues to enhance the competition ambience. In the residential area of the Olympic Village and work areas of the Media Villages, blue and green were used to create a feeling of relaxation.

Multimedia devices helped animate the visual effects inside the venues. The lobbies and corridors in the MPC, for instance, were decorated with screens for exhibiting Beijing folk traditions and ancient Chinese sports. On the ceiling of the MPC's lounge, kites and umbrellas

were hung to enhance vitality.

For the first-time in the history of the Games of the Olympiad, jade was incorporated in the manufacturing of the medals.

In addition, the three-system scheme for the overall image project layout, effectively combining the functional, exhibition and cultural image projects, helped achieve a consistent image and landscape panorama in Beijing during Games time.

New materials such as heavy-duty pasteboard used in the construction of venue block boards and non-toxic ink applied to flags and banners also made post-Games recycling possible.



The Olympic rings headdress worn by the victory ceremony hostesses

14.5 Cultural Activities at Competition Venues



Cultural activities at the competition venues, especially victory ceremonies and sport presentations, showcased the host country's culture and helped exhilarate the athletes and spectators.

14.5.1 Victory Ceremony

The victory ceremony is a special occasion for paying tribute to athletes' outstanding performances. BOCOG made detailed arrangements for the special moments, with the hope of leaving the Games participants a cherished memory.

Preparation

To make the ceremonies consistent and conformed to the IOC's requirements, BOCOG standardised the procedures and even the broadcast scripts. It also communicated with the IOC to confirm the exact number of award presenters for each sport and discipline.

As the victory ceremonies enjoyed a high broadcast rate, ceremony

staff worked meticulously to guarantee best live broadcast effect. They conducted two dress rehearsals before the Games began to examine the routes of passage, positioning and movements of ceremony hostesses and flag raisers.

Take the victory hostesses for instance. Details of every movement were studied and practised over and over again to ensure a flawless performance, as the girls understood that their posture and smile would be watched by the world.

Accurately raising national flags and playing national anthems for medal winners is a challenge during each Olympic Games. The staff conducted numerous drills to avoid mistakes.

Victory ceremony supplies were also an indispensable element. The jade-inlaid medals, silk-ornamented certificates, daintily designed hostess uniforms, Chinese-style flower bouquets, lacquered trays and other supply items were all heavily accented with traditional Chinese flavour.



Training for victory ceremony hostesses

Implementation

During the Games, 302 victory ceremonies were held, involving 337 victory ceremony hostesses, 194 flag raisers and 96 make-up personnel. The team granted 2,056 medals (including extra medals for athletes with tied rankings), issued 2,433 bouquets of flowers, and issued 4,200 victory certificates (with over 960 issued on August 24, 2008 alone).

14.5.2 Sport Presentation

Sport presentations helped spectators gain a better understanding of the competitions, demonstrated the multiculturalism of the Olympic Games, and highlighted the cultural tradition of the Host Country.

Training and Rehearsals

The BOCOG Culture & Ceremonies Department recruited 537 undergraduates and graduates from five colleges and universities in Beijing as Games-time interns.

The Department organised live venue performances

in collaboration with the Gymnastics Management Centre of the General Administration of Sport of China, Beijing Sport University, Beijing Municipal Bureau of Sport and professional performance troupes to recruit another 900 professional volunteers.

Sport presentation volunteers received over 20 sessions of general training and hundreds of sessions of professional training. They also took part in the Good Luck Beijing Test Events between 2007 and 2008.

Live Performance

Sport presentation performances were held at almost every competition venue.

The sport presentation volunteers prepared over 300 programmes in four categories and presented about 4,700 performances during Games time.

The performances included cheerleading routines, mascot shows, Chinese folk dances, acrobatics and martial arts. Passionate and entertaining, the diversified performances were warmly welcomed by athletes and spectators.

14.6 Mass Olympic Cultural Initiatives



Chinese people's passion was an indispensable element in hosting the Olympic Games. Supported by the Chinese Central Government and the Beijing Municipal Government, BOCOG organised a variety of mass cultural events to spread Olympic knowledge and promote the Olympic spirit.

14.6.1 Olympic Cultural Festivals

From 2003 to 2008, a yearly "Beijing 2008" Olympic Cultural Festival was organised, the organising committee of which involved BOCOG and the other six government institutions and non-governmental organisations:

- Ministry of Culture of the People's Republic of China
- State Administration of Radio, Film & Television
- General Administration of Sport of China
- Beijing Municipal Government
- China Disabled Persons' Federation
- China Federation of Literary & Art Circles

Overview

The budget for the Olympic Cultural Festival came from BOCOG's funding for cultural activities (approximately RMB 60 million), as well as funding from state authorities, local governments and BOCOG partners and sponsors.

The annual event usually began on June 23, the International Olympic Day approved by the IOC, and ran about three weeks each time. Each session had a particular theme:

- 2003 - Charming Beijing, Cultural Olympics
- 2004 - Dynamic Beijing, Youthful Olympics
- 2005 - Beautiful Beijing, Passionate Olympics
- 2006 - Experience the Civilisation, Enjoy the Games
- 2007 - One World One Dream: I participate, I contribute, I enjoy
- 2008 - Harmonious World, Common Prosperity

A variety of public cultural events were on the regular schedule for each session of the Olympic Cultural Festivals, including the opening and



"China Story" - Leather Silhouette Show

closing ceremonies, Olympic cultural square activities, mass sports events, sports for Chinese ethnic groups, folk art performances, exhibitions and forums, activities for people with a disability and activities for youths and children.

Special programmes were added to enrich the festivals. For example, starting with the Third Olympic Cultural Festival, the Beijing International Sports Film Week was held, accompanied by forums and promotional film tours in local communities. The unveiling ceremonies for Games emblems, mascots, slogans and theme songs were also included to enhance the festival ambience.

Most of the events during the festivals were broadcast live by CCTV, BTV and local television stations in the Co-host Cities.

Statistics indicated that an average of two million citizens in Beijing and the Co-host Cities took part in each of the first five Olympic Cultural Festivals. The sixth, lasting for nearly three months, drew an even greater number of participants.

The Sixth "Beijing 2008" Olympic Cultural Festival

The Sixth "Beijing 2008" Olympic Cultural Festival was

the largest in scale as it was held to synchronise the upcoming Beijing Olympic and Paralympic Games. It was held simultaneously in Beijing and the Co-host Cities of Qingdao, Hong Kong, Tianjin, Shanghai, Shenyang and Qinhuangdao between June 23 and September 16, 2008.

To optimise cultural resources, BOCOG decided that the Beijing International Music Festival, Beijing International Dance Festival and Beijing International Performing Arts Festival, as well as a number of other major international cultural events, be scheduled during the Olympic Cultural Festival. Both state and municipal cultural authorities approved of the plan and extended strong support.

In the three months, some 3,400 cultural activities were held, among which over 1,700 performances of 570 Chinese and international classical dramas were presented in 32 Beijing venues.

Major cultural activities held between August 8 and 24, 2008 included:

- 384 performances in major Beijing theatres
- 365 Chinese and international exhibitions in museums, exhibition halls, galleries and other venues in the city, involving some 20,000 artists from over 80

countries as well as art troupes from Chinese provinces, municipalities and autonomous regions

- 76 mass sports and cultural events, 24 Olympics-themed activities, 18 cultural activities for youths and teenagers and 11 for people with a disability

An “International Film Week for People with a Disability” had been added since the Fourth Beijing International Sports Film Week.

In the Co-host Cities, 312 Olympic cultural events were organised, involving over six million people, which created a tremendous positive social impact.

14.6.2 Olympic Cultural Squares

From June 23, the International Olympic Day, to September 17, 2008, when the Paralympic Games

ended, 24 Olympic cultural squares across Beijing’s 18 districts and counties were open to the public free of charge.

Site Selection and Facility Standards

The selected sites all met the following criteria:

- Floor space of 2,000 square metres or above
- Capacity to hold more than 1,000 people
- Close vicinity of local communities with easy access to transportation
- Large LED screens for live Games broadcasts
- Fixed or temporary stages for art performance
- Regional or ethnic characteristics

Activities

During Games time, the 24 Olympic cultural squares in



Opening Ceremony of the Fourth “Beijing 2008” Olympic Cultural Festival

the capital usually opened for no less than eight hours a day and offered a variety of activities:

- Live competition broadcast
- Performances involving Chinese and international artists
- Olympics-themed exhibitions
- Olympic Sponsor exhibition areas
- Licensed Olympic product sales areas
- Olympic souvenir exchange areas
- Catering, security and first aid

Statistics reviewed that between July 13 and August

24, 2008 the squares staged 444 performances and received some 2,511,000 citizens and tourists from home and abroad. Altogether 628 art troupes took part in the performances, 14 of which came from outside China, 37 from other provinces, autonomous regions and municipalities and two from Hong Kong and Macao Special Administrative Regions. The remaining troupes all came from Beijing.

On August 8, 2008, upon the opening of the Games, visits to the squares peaked. According to statistics, as many as 130,000 people watched the Opening Ceremony of the Games on the squares that evening.



Beijing 2008 Olympic Youth Camp

14.7 Olympic Youth Camp



Beijing 2008 Olympic Youth Camp (OYC) saw the participation of the greatest number of countries and regions in OYC history, hosting 470 campers from 204 countries and regions.

With the theme slogan of “Youths Create Future”, the camp enhanced exchanges between youths, fostered the Olympic spirit, and promoted the ideals of peace, cooperation, development and shared prosperity.

14.7.1 Overview

In accordance with the planned 800 members for 21 days and in reference to OYC budgets of the two previous Olympic Games and consumer indices in China, BOCOG set the preliminary OYC budget at RMB 30 million.

Taking into consideration the change of OYC scale, with an estimate of 500 members staying in Beijing for 12 days, as well as necessary supplies for the campers and OYC facilities, the budget was settled at RMB 20 million. After the camp was open, RMB 3.28 million

was added to cover additional expenditure.

The OYC was opened from August 6 to 17, 2008. It was located at Beijing No. 101 Middle School near the Summer Palace, only 10 kilometres from the Olympic Green.

The camp site had beautiful landscape, easy access to transportation, and adequate facilities for sports and recreation such as football field, basketball court, volleyball court and tennis court. Computers and Internet access were also available.

Activities such as the Torch Relay in the OYC and visits to the Opening Ceremony, competition events and the Olympic Village enabled the campers to closely interact with the Games.

The Torch Relay in the OYC deserves special mentioning. At noon on August 8, 2008, the Lucky Cloud torch finished its world tour at the OYC. This was the first time that the sacred flame had been relayed inside the camp instead of near the camp, as was the usual practice in the past. The campers witnessed



OYC members enjoy Chinese culture

the historic moment when the torch went all the way from the OYC to the National Stadium.

The OYC held activities such as the Mini Olympic Games, collective birthday party and themed forum to promote cultural exchange and friendship among the campers.

At the “Youths Create Future” themed forum, Jacques de Coubertin, descendant of the founder of the modern Olympic Games, Pierre de Coubertin, was invited to deliver a speech. Topics like “Environmental Protection and Youth Responsibility” aroused many campers’ interest and led to heated yet constructive discussions.

Through activities such as participating in traditional Chinese sports, visiting Tian’anmen Square and the Forbidden City, cooking Chinese food, and learning Chinese martial arts and calligraphy, the campers gained a better understanding of Chinese culture.

Life in Beijing OYC, a daily publication in Chinese, English and French, served as a record of camp activities and the campers’ wonderful experiences.

14.7.2 Services in the OYC

62 paid staff and 383 volunteers worked in the Beijing OYC. Considering needs of the campers with a disability, staff and volunteers took part in special training and prepared accessible facilities and supplies.

Staff took care of every camper’s arrival and departure. All campers from home and abroad safely arrived at the OYC, and departure services were effectively carried out three days after the camp closed.

Before the campers arrived, the OYC provided everyone the *Initial Guide to the OYC* in Chinese, English and French, offering must-read information about the camp.

Upon arrival, the campers received the official *Beijing 2008 OYC Guide* which included confirmed information about all schedules, activities and service facilities.

A 20-square-metre screen was installed in the OYC to show movie clips about the camp venue and OYC schedules and to broadcast live competition events.

The OYC had a multi-function service hall to help the campers with mail, communications, banking and insurance.

Postal service included personalised postcards and stamps, which were also available in the Athlete's Village, the Media Villages and the OYC during the Beijing Olympic Games. Mails on August 8 would even be stamped with a postmark specially designed for the OYC leg of the Torch Relay.

Campers were able to cash 17 kinds of currencies and traveller's cheques in 10 currencies in the service hall.

Cabled public phones were installed in every

dormitory building in the camp, and a "mobile phone bar" arrangement provided each camper with one free 50-yuan SIM card. The Internet lounge also enabled campers to keep in touch with their friends and families.

The OYC bought each camper insurance in compliance with the Olympic Family member standard.

A medical service station comprised of 16 doctors and nurses from Beijing Friendship Hospital offered 24-hour medical service. Emergency vehicles were available around the clock. Medical Green Passage was accessible in designated Olympic hospitals in the vicinity of the camp.

The 12-day OYC strengthened mutual understanding and friendship between young people from around the world. CCTV, major Chinese newspapers such as *People's Daily* and *China Youth*, and on-line media including BOCOG's official website and Xinhuanet all covered the operations and activities within the camp, making it a highlight during Games time.



14.8 Olympic Education

BOCOG and the Ministry of Education of the People's Republic of China jointly launched the Olympic education drive in 2005 to target the 400 million youths across China, especially the 230 million primary and middle school students.

sponsors made their contributions as well. For example, Johnson & Johnson offered RMB three million for the *Olympic Knowledge Reader* programme. Samsung contributed RMB three million to the *Olympic Knowledge Wall Chart* programme.

14.8.1 Planning

In 2002, BOCOG, the Ministry of Education and the Beijing Municipal Commission of Education started work on the *Beijing Olympic Education Strategic Plan*.

In 2004, Olympic education pilot projects were carried out in some of the primary and middle schools in Beijing. In November 2005, "*Beijing 2008*" Olympic Education Programme for Primary and Middle School Students was launched, followed one month later by the *Beijing Olympic Education Action Plan*.

BOCOG allocated RMB 20 million for launching the programmes, and local educational authorities in China covered the largest part of the budget for operating the programmes. BOCOG partners and

14.8.2 School Education

In 2004, BOCOG and the Beijing Municipal Commission of Education issued a series of publications.

On January 1, 2004, the 141st birthday of Pierre de Coubertin, BOCOG held a ceremony for the publication of the *Middle School Olympic Knowledge Reader* in Beijing No. 4 Middle School.

By the end of 2005, a series of textbooks including the *Olympic Knowledge Reader* and *Conversational English Reader* were made available to students of primary schools, middle schools and universities.

BOCOG also worked with the media to sponsor Olympic-themed columns as well as created *Beijing Olympic Education Journal*. In



BOCOG presents *Olympic Knowledge Reader* to children of minority ethnic groups in China

March 2006, the on-line Beijing Olympic Education Network was launched.

BOCOG gave a total of 1.1 million copies of *Olympic Knowledge Reader* to primary and middle schools on the Chinese mainland and in Hong Kong and Macao Special Administrative Regions.

BOCOG and the Ministry of Education selected from all the primary and middle schools in China 556 "Olympic Education Model Schools".

As the Olympic education drive and the country's quality education drive share the same objective of promoting students' balanced mental and physical development, schools in China all embraced the Olympic education initiatives in their teaching curriculum.

To provide personnel support for the Olympic education programmes in schools, the Beijing Olympic Education Instructor Training Seminar commenced at the Capital Institute of Physical Education on August 29, 2006.

On March 6, 2007, the Olympic Training Base,

sponsored by the Beijing educational authorities, was inaugurated in Beijing Institute of Education. Training sessions were organised for 5,500 physical education teachers from 2,200 primary and middle schools in Beijing.

14.8.3 Olympic Education Campaigns

BOCOG and the Ministry of Education launched various Olympic education campaigns to stimulate primary and middle school students' enthusiasm for the Olympic Games.

Themed Activities

Schools organised activities such as photography and painting shows, essay and English speech contests, traditional and ethnic sports meets and Olympics-themed summer camps to promote the Games.

On November 10, 2007, the First Middle School Model United Nations Beijing Conference was held in Beijing No. 4 Middle School. In two days, 225 student representatives from 57 middle schools in the capital



Children hold the
*Olympic Knowledge
Reader*

participated in debates and seminars in the theme of “Green Olympics, High-tech Olympics and People’s Olympics”. Students broadened their horizons through exchanging ideas about sportsmanship and the Olympic spirit.

On June 1, 2008, Children’s Day, a “Green World” themed campaign was carried out by students of Beijing No. 57 Middle School. Some 40 “Green Ambassadors” held an exhibition in front of the Chinese Military History Museum with bulletins and banners, made by themselves. They distributed recyclable shopping bags to citizens and issued questionnaires on environmental protection. Some students also held demonstrations regarding the environmentally-friendly household devices they had invented in the classroom.

Heart to Heart Partnership

The Heart to Heart Partnership Programme was aimed at promoting Olympic education through pairing primary and middle schools in Beijing with Olympic and Paralympic delegations as well as with schools in other countries and regions.

During the Games, student representatives were organised to attend in the Olympic Village the delegation flag raising ceremonies and to cheer for athletes at the venues. The Chinese schools also received exchange visits from Olympic delegations or the partner schools.

BOCOG helped arrange 14 visits to Heart to Heart Partnership Programme schools in Beijing during

the Games, and the guests included the heads of state from Bulgaria and Cyprus, NOC presidents of Cyprus and Malawi as well as ambassadors and NOC delegation heads from other countries and regions.

On August 18, 2008, Bulgarian President Georgi Parvanov came to Beijing No. 14 Middle School, which established Heart to Heart Partnership with William Gladstone Middle School in Sofia, Bulgaria.

President Parvanov was offered a campus tour. The Chinese students held a performance featuring Peking Opera, folk music and Chinese martial arts. In the visitor’s book, President Parvanov wrote that the visit left him a great impression and that he wished the school a bright future. He also believed that the exchanges between Bulgarian and Chinese schools would help maintain friendship between the two nations.

Since the start of the Heart to Heart Partnership Programme on September 17, 2006, 210 schools in Beijing have established contact with 205 NOC delegations and 160 NPC delegations, and formed Heart to Heart Partnership with schools from 161 different countries and regions. As a bridge for friendly exchanges between young Chinese and international students, the Programme has continued after the Games.

14.8.4 Youth Olympic Ticket Programme

BOCOG initiated the Youth Olympic Ticket Programme in support of the Olympic education drive.

Through subsidy and low-price ticket projects, tickets were offered to primary and middle school students and young athletes from the Chinese mainland, Hong Kong, Macao and Taiwan.

Thanks to the Youth Olympic Ticket Programme, during the Games, roughly one million primary and middle school students were present at competition events to experience the splendour of the Olympics.

The Beijing Olympic Ticketing Centre formulated specific plans to ensure ticket availability.

Summary

The Olympic Movement highlights the integration of sport, education and culture, which has nourished the enduring vitality of the Games.

The ceremonies of the Beijing Olympic Games, represented by the Opening and Closing Ceremonies, as well as victory ceremonies and sport presentations, are truly memorable events that have captured the world's attention.

Designing and implementing the Olympic image and identity initiatives is an integral task, which calls for

the cooperation of people from various fields. During the preparation for the Beijing Olympic Games, this task was accomplished by dedicated staff as well as broader project participants.

By encouraging the integration of Olympic knowledge, cultural exchange and school education, the Beijing Olympic Games has had a very profound impact upon the Chinese people, especially China's 400 million youths and children. Ultimately, the Games has helped explore an extensive platform for communication between different countries and regions.



Ambassador of the Republic of Croatia to China joins in a Heart to Heart Partnership activity





Chapter 15

Beijing Olympic Legacy

The Beijing Olympic Games has left a rich legacy for the Olympic Movement and Chinese society. To continue this momentum and push ahead with this successful experience, Beijing Municipality has transformed the three concepts of the Beijing Olympic Games into “Humanistic Beijing, High-tech Beijing and Green Beijing”, with the hope of continuing to spread the Olympic spirit and promote the sustainable development of Beijing and China.



Peace and Friendship Wall in the Beijing Olympic Village

15.1 Debriefings of Beijing 2008



The success of the Beijing Olympic Games won high praise from the Chinese public as well as the international community. After the Games, a number of meetings were convened to evaluate the achievements made and experience gained, and to reward people who had made significant contributions.

15.1.1 Follow-up Meetings in Beijing

On August 25, 2008, the day after the Beijing Olympic Games was over, the IOC held a breakfast meeting in Beijing. IOC President Jacques Rogge presented BOCOG President Liu Qi the Olympic Order in Gold in recognition of his seven years of work in preparing for and hosting the Games in Beijing.

14 other BOCOG officials received the Olympic Order in Silver, and Guo Jinlong, Mayor of Beijing, accepted the Olympic Cup on behalf of the citizens.

Rogge was also presented with an award by Liu Peng, President of the Chinese Olympic Committee (COC).

On September 20, 2008, the Chinese Central Government convened the Beijing Olympic and Paralympic Games Awards Meeting in Beijing's Great Hall of the People to honour those who had made outstanding contributions to staging the two Games. Chinese President Hu Jintao spoke at the meeting.

On behalf of the Chinese people and government, Hu expressed gratitude to the Olympic Family, the international community and participating countries and regions, as well as people who made great efforts and sacrifices for the Games.

Hu thanked overseas Chinese for their generosity, mentioning donations that aided in the building of Olympic facilities such as the National Aquatics Centre, as well as their support for the international legs of the Beijing Olympic Torch Relay.

"Hosting a high-level Olympic and Paralympic Games with distinguishing features was the solemn commitment Chinese people made to the international community", he said. "With seven



Beijing Olympic and Paralympic Games Awards Meeting

years of strenuous work, China fulfilled this promise, achieved success and spread the Olympic spirit, which benefited the friendship and mutual understanding among people throughout the world. The slogan of ‘One World One Dream’ resonated around the globe”.

“Chinese people have imprinted the Olympic history book with a unique Chinese stamp”, he added.

Hu also asked Chinese people to treasure the experience in organising the Olympic and Paralympic Games, promote innovation in governance and management and carry on the Beijing Olympic legacy.

At the meeting, the Chinese Central Government gave awards to 340 groups or organisations, as well as 566 individuals, for their outstanding work for the Beijing Olympic and Paralympic Games.

On October 23, 2008, BOCOG also convened a follow-up meeting, during which BOCOG President Liu Qi spoke of the major achievements of the seven years leading up to the Games in Beijing.

15.1.2 IOC Official Debriefing of Beijing 2008 in London

On November 24, 2008, the IOC Official Debriefing of the Beijing 2008 Olympic Games began in London.

Bringing some 900 participants, including members of BOCOG and the organising committees of Vancouver 2010, London 2012 and Sochi 2014, as well as representatives of the candidate cities for the Games in 2016, the meeting reviewed all planning and operational aspects of the Games in Beijing to highlight practices and challenges, so as to give these future Games organisers a chance to learn from the knowledge and experience gained by Beijing during its seven years of preparation.

IOC President Jacques Rogge spoke at the opening session of the debriefing:

“You will remember that I have called the Beijing Games ‘truly exceptional’. Why?” asked Rogge. “Firstly, we all experienced a historic moment in Beijing this summer. Hosting the Games with so much enthusiasm and support from all parts of the world’s most populous country, China, and with so much success in terms of operation, the Beijing Olympic Games can be seen as an enormous achievement. We will remain forever grateful to our Chinese friends for what they have accomplished this summer. The Beijing 2008 Olympic and Paralympic Games will remain as a major milestone in Olympic history. Everything was done to allow the athletes to feel welcome and to perform at their best. Their smiles and their joy stand as a testimony to these Games’ success”.

“The legacy for Beijing and China, as well as for the

Olympic Movement, is far-reaching”, said Rogge, “Think of the incredible venues that were built and the upgrade of public infrastructure, which have contributed to the greening of Beijing and will benefit its citizens. Think of the sporting legacy in China and the millions who were touched by the Olympic spirit and inspired by the athletes’ performance. Think of the vast number of children who were exposed to Olympic values and education throughout China”.

President Rogge also believed that the world learned more about China and China learned more about the rest of the world throughout the Games.

Liu Jingmin, Vice Mayor of Beijing and BOCOG Executive Vice-president, attributed in his presentation the success of the Games to five major factors:

- Strong government support and broad public participation
- Implementation of the concepts of “Green Olympics, High-tech Olympics and People’s Olympics”
- Efforts in fulfilling commitments and innovations in due course

- Emphasis on sharing experience and expertise through international cooperation
- Priority to major Olympics-related tasks to ensure equal splendour of the two Games

During the closing session of the debriefing on November 27, BOCOG President Liu Qi spoke of the experience Beijing gained, emphasising that to host a successful Olympic Games, four success factors are crucial:

- Support from and cooperation of the international community
- Display of cultural diversity
- Balance of all stakeholders’ interests, including athletes, media and other Olympic Family members
- Benefits for the public through promoting city development

Hein Verbruggen, Chairman of the IOC Coordination Commission for the Games of the XXIX Olympiad, also addressed the closing session. He expressed thanks to BOCOG for sharing experience with the organising committees of the future Games.

BOCOG’s follow-up meeting



“Placing sport at the service of mankind and leveraging Olympic values to promote better understanding between people, nations and religions stands at the core of our mission”, he said, “The Games are not only meant to showcase the world’s best competitions

and athletes. They help break barriers and overcome differences. I have no doubt that the Beijing 2008 Olympic Games have already done a lot to fulfill this mission. We have indeed experienced truly historical Games, for a number of reasons”.



BOCOG President Liu Qi receives a gift from Sebastian Coe, President of the London Organising Committee for the Games of the XXX Olympiad (LOCOG), at the IOC Official Debriefing of the Beijing 2008 Olympic Games

15.2 Post-Games Work



After the Beijing Olympic and Paralympic Games, BOCOG intensified post-Games operations in personnel placement, asset disposal and auditing.

15.2.1 Personnel Placement

BOCOG had over 8,500 work staff, of which about 1,000 were employed and the rest were temporarily transferred personnel.

The Chinese Central Government and Beijing Municipality attached great importance to the post-Games placement of these staff in line with the principle of “treasuring Olympic human resources”.

As early as September 2007, the Post-Games Personnel Placement Coordinating Group was established, and one month later the Post-Games Personnel Placement Division of the BOCOG Human Resources Department was set up to take charge of the issue.

According to the policies, most of the temporarily transferred staff were to return to their work units from which they had come.

The employed staff would be replaced through various channels.

Some employed staff would be transferred directly to government institutions in Beijing.

Beijing’s district and county governments set aside 200 posts and recruited the employed staff through civil service exams.

The Guangzhou Organising Committee for the 16th Asian Games, the Singapore 2010 Youth Olympic Games Organising Committee and the Shenzhen Organising Committee for Universiade 2011 selected staff from BOCOG.

Early in 2008, BOCOG signed the *Memorandum of Strategic Cooperation in Human Recourses* and the *Post-Games Employee Placement Agreement* with large state-owned businesses such as China Development Bank and China Petroleum and Chemical Corporation (Sinopec), as well as 38 other state-owned enterprises affiliated with the State-owned Assets Supervision and Administration Commission of



Auction for *fou* drum and bamboo scroll used in the art performances for the Opening Ceremony

Beijing Municipality.

BOCOG also contacted private enterprises and introduced to these potential employers the Olympic work staff.

BOCOG even cooperated with professional employment agencies to establish an information platform to provide job information.

In October 2008, BOCOG organised a job fair for staff waiting to be placed, which provided some 1,700 posts.

All these efforts helped successfully complete post-Games staff placement.

In line with the requirements for post-Games work, a number of staff were kept to finish tasks regarding

work report compilation, asset disposal, account settling and auditing. These staff, led by the directors of BOCOG departments, started work in October 2008. The number of staff at the end of 2008 was 695, which was reduced to 392 at the end of January 2009 and 200 in April 2009.

On August 22, 2009, BOCOG officially dissolved.

15.2.2 Asset Disposal

Olympic assets comprised some 20 million items of 10,000 kinds in 33 categories, ranging from furniture and household appliances to technical devices and sports equipment. They were all obtained through marketing, cash purchase and business cooperation with venue owners.

To open up opportunities for the Chinese public to remain in touch with the Olympics, BOCOG donated a large number of typical yet culturally significant items to museums and archives in 31 provinces, autonomous regions and municipalities, as well as Hong Kong and Macao Special Administrative Regions. These items included: the Lucky Cloud torch, uniforms for torchbearers and victory ceremony hostesses and costumes and props used in the Opening and Closing Ceremonies.

BOCOG and China Beijing Equity Exchange (CBEX) signed the *Contract for BOCOG Asset Disposal*, based on which CBEX provided “one-stop” service to help dispose of Olympics-related assets.

The BOCOG Logistics Department worked closely with the CBEX to handle specific issues. Making use of CBEX’s service platform and business network, BOCOG successfully completed asset disposal operations of the Beijing Olympic Games.

15.2.3 Auditing

Starting in 2005, the BOCOG Finance Department received regular auditing from the National Audit Office of the People’s Republic of China and other independent auditing institutions.

Right after the Beijing Olympic and Paralympic Games, the Finance Department received another round of auditing by the National Audit Office, the results of which were released on June 19, 2009.

Based on actual revenue and expenditures, as well as follow-up revenue and unsettled expenses, as of March 15, 2009, BOCOG’s overall revenue and expenditure

was expected to hit RMB 20.5 billion and RMB 19.343 billion respectively, achieving a balance of more than RMB one billion. The revenue of the Beijing Paralympic Games was RMB 863 million, equaling the expenditure. 56 per cent of BOCOG’s book assets were disposed of.

No violation of regulations or illegal practices was found during auditing. However, problems did exist, including over-budgeting for some projects and underutilisation of certain purchased materials.

Follow-up auditing regarding Olympic venue construction showed that fund raising and utilisation was conducted in accordance with related laws and regulations and that project investment was under effective control. All venues were completed on time with good quality, with 38 of them winning 118 national awards for architecture and engineering excellence. No major accident in terms of quality or safety occurred during construction.

However, problems were found related to bid and tender, in that some projects were not conducted in strict accordance with procedures stipulated by the authorities concerned. There were also problems left to be settled with legal persons of bid and tender such as insufficient funding and subcontracting without permission.

In addition to BOCOG’s budget, Ministry of Finance of the People’s Republic of China, with the approval of the State Council, arranged a budget of RMB 2.75 billion from sports lotteries for the funding of Olympic-related projects in Beijing. The actually utilised RMB 2.703 billion covered operations such as construction and renovation of temporary facilities, security, transportation and waste disposal.



15.3 Beijing Olympic Legacy

With seven years of preparation, China fulfilled its promise and presented the world with a splendid Olympic Games in 2008. As the sacred flame was extinguished at the top of the National Stadium, China entered the “post-Olympic era”, in which the rich legacy left by the Games to the Olympic Movement and Chinese society will be carried on.

15.3.1 Impact on the Olympic Movement

As IOC President Jacques Rogge put it, the Beijing Olympic Games was “truly exceptional” and will become a milestone in the development of the Olympic Movement around the world.

The Olympic Spirit

The slogan for the Beijing Olympic Games, “One World One Dream”, not only expressed the aspiration of mankind for harmonious development, but also conveyed to people worldwide the message of peace.

The 16 days of the splendid Games reached a global audience of 4.5 billion, making it one of the most watched Games in Olympic history. With magnificent Opening and Closing Ceremonies, elaborately designed Torch Relay routes, smooth competition organisation, the Games highlighted the Olympic spirit of unity,

friendship and peace.

The Games has boosted the Olympic spirit among 1.3 billion Chinese people, especially among China’s 400 million youths. Olympic educational activities certainly helped cultivate these young people’s global vision.

Sports Excellence

Sports inspire people’s love and passion for life. The Olympic Games in Beijing brought the whole world together to share the charm of sports.

The Games attracted the participation of over 10,000 athletes from 204 countries and regions, saw 38 new world records and 85 new Olympic records, and awarded medalists from 85 countries and regions. It had the greatest number of participants, as well as the greatest number of women athletes, and involved more countries and regions than did the past Games. Many countries and regions won their first-ever Olympic medal.

The Games witnessed significant breakthroughs in athletic performance. Jamaican sprinter Usain Bolt, for instance, set a phenomenal world record of 9.69 seconds in the 100-metre dash at the National Stadium (Bird’s Nest), and American swimmer Michael Phelps made history in the National Aquatics Centre (Water Cube) by pocketing

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1. Sergey Bubka, member of the IOC Executive Board and Chairman of the IOC Athletes' Commission, signs his name on the Peace and Friendship Wall in the Beijing Olympic Village

2. An international performance troupe in the "Colourful World, Universal Olympics" cultural exchange in 2007



eight gold medals, the first time anyone has accomplished this feat in a single Olympics.

International Exchange

Beijing recognised the Olympic Games as both a sports event and a cultural gala. Therefore, various cultural activities were organised along with sports competitions to offer an opportunity for dialogue between people of different social, cultural and religious backgrounds.

The Beijing Olympic Games attracted the largest number of media staff and enjoyed the widest coverage in Olympic history. It served as a platform for displaying the world's cultural diversity and true humanity.

In staging the Games, Beijing endeavoured in all sincerity to break down cultural barriers and embrace the world. The warm, joyful and harmonious ambience of the Host City appealed to the international community.

15.3.2 Benefits to Chinese Society

When bidding for the Games of the XXIX Olympiad, Beijing set the goal of "hosting a high-level Olympic and Paralympic Games with distinguishing features" and the concepts of "Green Olympics, High-tech Olympics and People's Olympics", the implementation of which has touched upon almost every aspect of



Chinese society.

Enthusiasm in Sports

The Olympic Games in Beijing has helped nurture a new crop of competent athletes, coaches and sports management personnel, who will play a crucial role in hosting high-level sports competitions.

A number of first-class sports facilities remain in the capital. The 31 competition venues, 56 training venues and six related facilities, will be converted for post-Games use according to their locations, scale and functions. They will help build Beijing into an international sports centre.

Olympic venues in the six Co-host Cities will also be turned into sports or recreational centres for local

residents.

Throughout the Olympic Games, a nationwide fitness programme was launched to raise public health awareness. The programme has helped turn Olympic zeal into a public physical exercise initiative that involves the entire Chinese nation.

After the Games, more funding has been allocated for public fitness projects, especially sports facilities in less developed regions and rural areas.

To encourage more people to enjoy sports and live a healthy life, on January 7, 2009, the Chinese Central Government designated August 8 of each year as China's "National Fitness Day".

Economic Development

Enormous resources were invested to guarantee the success of the Beijing Olympic Games, which resulted in an "Olympic economic boom".

Statistics indicate that preparing for the Games has created approximately one million new jobs, most of which are in construction, real estate, environmental

protection, information technology, sports, culture, and tourism.

The Games has also promoted industrial restructuring, corporate brand image and managerial innovation, thus exerting a profound influence upon the economic development of the Host City of Beijing in particular, and the country of China as a whole.

Take GDP growth for instance. The annual GDP growth rate of Beijing during implementation of the Chinese government's "Ninth Five-year Plan" (1996 - 2000) was 10 per cent. Since 2001 when Beijing won the Olympic bid, the number has reached 12.4 per cent. In 2007, Beijing's GDP amounted to RMB 935.33 billion, and the per-capita GDP was US\$ 7,654, representing the level of moderately developed economies.

Social Harmony

During the seven years of Olympic preparation, Beijing invested a total of RMB 437.11 billion into city development. Citizens have seen considerable improvement in every aspect of their daily life, especially in transportation, environment, cultural relics protection and volunteerism.



Children playing freestyle street basketball

A case in point is the accessible facilities. During these seven years, numerous accessible facilities were installed or renovated, including the accessible street crossings, wheelchair seats, tactile surface indication roadways, road indicator boards in Braille, communications equipment and facilities in grandstands of sports venues. Altogether, 14,000 renovation projects were completed, and this number equaled the total of projects launched in the 20 years before 2001.

Rapid city development has enhanced social harmony. After the Games, the concepts of “Green Olympics, High-tech Olympics and People’s Olympics” have been transformed into the new version of “Humanistic Beijing, High-tech Beijing and Green Beijing”, with the hope of establishing a long-term mechanism to guide Beijing’s overall development and providing a good model of harmonious development for the whole country.

15.3.3 Preservation of Beijing Olympic Legacy

On August 6, 2009, prior to the first anniversary of the Beijing Olympic Games, the Beijing Olympic City Development Association (BODA), was established by the Beijing Municipal Government and the Chinese

Olympic Committee.

BODA involves participation of related government sectors, business institutions, institutes of higher learning, associations of people with a disability, and civil societies. Its purpose is to carry forward the Olympic spirit and Beijing Olympic legacy, and promote the sustainable development of Olympic and Paralympic causes in Beijing and China. Its scope of operation mainly includes:

- Supporting public welfare initiatives concerning Olympic culture and education, sports, youth, people with a disability and volunteer service
- Conducting exchange and cooperation with related international organisations such as the IOC and the World Union of Olympic Cities
- Promoting city development and Olympic research, and offering suggestions on city development policies and practices

In all, BODA is expected to help consolidate the achievements of the Beijing Olympic Games, promote the Olympic Movement and enhance exchanges among the host cities of the Games.

Summary

With the diligent efforts of the Chinese government and people, assistance of international sports organisations, and firm support of the entire Olympic Family, the Beijing Olympic Games became a “truly exceptional” one in the history of the Games of the Olympiad.

Hosting an Olympic Games requires tenacious and systematic endeavours, and Beijing’s seven years of preparation paid off indeed, as the goal of “hosting

a high-level Olympic and Paralympic Games with distinguishing features” has been honoured and a considerable Olympic legacy has been left for Beijing and China.

The ever-spreading influence of the Olympic Games will enrich the contents of Olympic legacy, and therefore, consolidating such legacy will remain a major task for every host city of the Games.

Addendum

Preparation for the Games: New Beijing Great Olympics, Volume III of the *Official Report of the Beijing 2008 Olympic Games*, was compiled and translated from November 2007 to December 2008. The writing group had kept on improving their version on the basis of the comments and advice offered by various parties and individuals concerned. The final edition was achieved in May 2009 and its English translation was carried through in May 2010.

Constructive suggestions have been solicited from leaders and experts of the Communist Party of China Beijing Municipal Committee, the Beijing Municipal Government, the General Administration of Sport of China and BOCOG. Contributing to this volume are, among others, Liu Qi, Liu Peng, Guo Jinlong, Liu Jingmin, Wang Wei, Jiang Xiaoyu, Li Binghua and Yang Shu'an.

This volume is compiled by the BOCOG Media & Communications Department. Xu Da has supervised the final review of this volume.

The report is written by a team from the College of Arts & Science of Beijing Union University, with Kong Fanmin as the team leader, Chen Chaoyan, Huang Zongying, Wang Pei, Li Yan, Feng Xia, Zhang Yaya, Zhang Yitong and others as team members, and Kong Fanmin, Chen Chaoyan and Guo Xinxiao as the compiling editors. The final review of this volume is done by Geng Shen, Chen Jian, Kang Qingqiang and others. Engaged in the composition and data collection of this volume are Ren Jianghao, Zuo Jijun, Li Fei, Dong Yingshuang, Wang Muqing, He Jiazhen and others.

Translation and revision of this volume of the report are done by Zheng Peilin, Li Jing, Huang Zongying, Liu Runzhi, Liu Guoqiang and others. The entire translation process is under the coordination of Xiu Gang, Wang Zhiping, Xia Gang, Lin Xianguang and others.

后记

本卷报告的编撰工作始于2007年11月，至2008年12月完成中文初稿。经多方征求意见，至2009年5月确定中文稿，2010年5月确定英文稿，全程历时2年半。

本报告的编撰工作得到北京市委、市政府，国家体育总局及北京奥组委各部门的大力支持和帮助。刘淇、刘鹏、郭金龙、刘敬民、王伟、蒋效愚、李炳华、杨树安等领导参加了评审工作。

本报告由北京奥组委新闻宣传部组织编写。徐达承担本书的总体策划和组织协调工作。

北京联合大学应用文理学院组建写作团队，孔繁敏教授担任写作组组长，成员包括陈朝雁、黄宗英、王培、李岩、冯霞、张娅娅、张怡彤等。本报告由孔繁敏、陈朝雁、郭新孝统稿。参加写作和图文资料收集工作的还有任江浩、左继军、李飞、董英双、王牧青、何家振等。耿申、陈剑、康庆强等参加了审稿。

本报告英文文本由郑培林、李晶、黄宗英、刘润芝、刘国强等翻译；修刚、王志平、夏钢、林宪光等参加了翻译工作。











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